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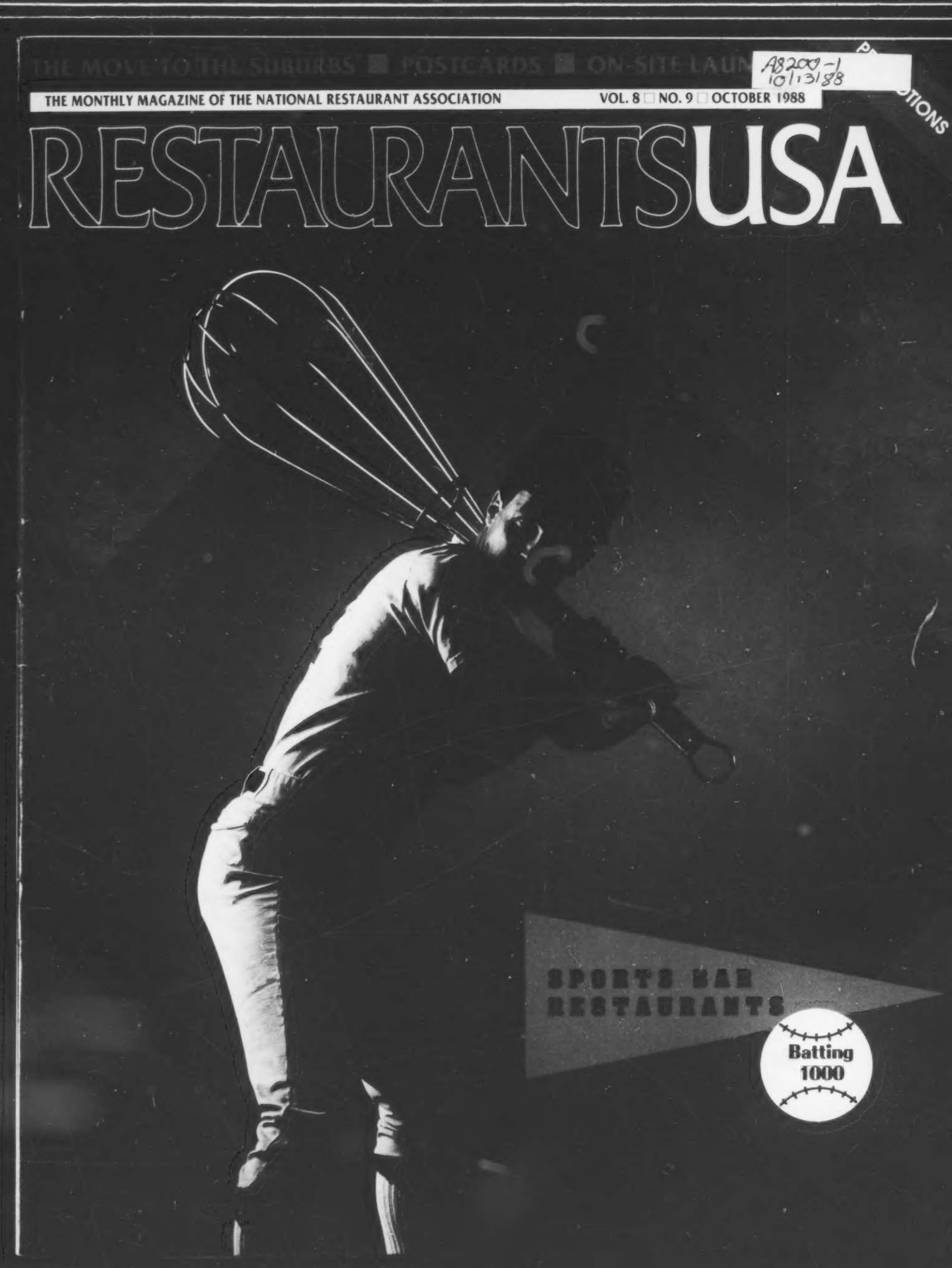
RESTAURANTS USA



ASSOCIATION MEETINGS

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Basic Foodservice Courses

Dining Room Management
11/1 Madison, WI
11/2 Minneapolis, MN
11/7 Nashville, TN
11/29 Austin, TX
11/30 Houston, TX
12/6 Newark, NJ
12/7 Philadelphia, PA
12/12 Tampa, FL
12/13 Miami, FL

Increasing Sales: Effective Front-of-the-House Management
10/25 Chicago, IL
11/10 Seattle, WA

Kitchen Management
10/17 Williamsburg, VA
11/9 Orlando, FL
11/10 Miami, FL
11/15 Philadelphia, PA
11/16 Newark, NJ
12/5 Los Angeles, CA
12/6 Dallas, TX
12/6 Riverside, CA
12/6 Austin, TX

Tools for Training
11/15 Kansas City, MO

Food Production Courses

Fish and Seafood
10/18 Atlanta, GA
11/10 Chicago, IL
12/8 Orlando, FL

Perfecting Your Culinary Skills
12/13 Madison, WI
12/15 Lansing, MI

Soups and Sauces
10/24 Tampa, FL
10/25 Orlando, FL

Foodservice Management Courses

Banquet Management
10/18 Louisville, KY
10/20 Portland, OR
11/9 Washington, DC
11/10 Boston, MA

Do-It-Yourself Public Relations
11/2 Philadelphia, PA
11/3 Cincinnati, OH

Food Cost Management
10/17 Burlingame, CA
10/18 Anaheim, CA
12/7 Minneapolis, MN
12/8 Chicago, IL

Menus that Sell!
11/14 Portland, OR
11/15 Seattle, WA

Off-Premises Catering
11/29-30 Tampa, FL

Operational Analysis
10/27-28 Minneapolis, MN
11/9-10 Riverside, CA

Planning and Implementing a Restaurant Marketing Strategy
11/2-3 Jacksonville, FL

Planning Successful Buffets
11/7 Indianapolis, IN
12/12 Charlotte, NC

Practical Foodservice Spreadsheets
11/1-2 San Francisco, CA

Profitability
10/19 Dearborn, MI
10/20 Milwaukee, WI
11/16 Austin, TX
11/17 Dallas, TX
11/29 Charlotte, NC

Server Sales Training
10/26 Detroit, MI

Understanding the Restaurant Design Process
12/5-6 Seattle, WA

Wine Service Training
10/21 Atlanta, GA
11/1 Newport, RI
12/1 Detroit, MI

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10/12-14 Orlando, FL

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RESTAURANTS USA

VOL. 8 NO. 9 **OCTOBER 1988**

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Art Direction Tom Bellucci
Magazine Covers Richard Earle
Cecelia Niepold
Word Processing Operator Agnes Harkins

Editorial office and association headquarters 1200 Seventeenth St., N.W. Washington, DC 20036-3097 (202) 331-5900
Chicago office 150 N. Michigan Ave., Suite 2000 Chicago, IL 60601 (312) 853-2525

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PRESIDENT'S REPORT

Jim L. Peterson, President and Chief Executive Officer
Whataburger, Inc., Corpus Christi, TX

Minimum-wage hike blocked

After months of hard work and intense lobbying, the association emerged with at least a temporary victory when Senate Majority Leader Robert Byrd announced that the Senate was setting aside the bill to raise the minimum wage.

When the announcement was made on September 26, more than 300 restaurateurs were in Washington, poised to visit their senators and representatives to discuss the importance of halting the minimum wage and other labor bills. Quipped the bill's sponsor, Senator Ted Kennedy, to a Massachusetts delegation of restaurateurs: "We knew you were coming, so we pulled the bill."

Congressional leaders gave in to the association and other organizations opposing the minimum-wage hike after months of pressure, which included more than 102,000 messages to Congress generated by the association. In addition, more than 600 editorials opposing the minimum-wage increase had been generated by the association. Our lobbyists had spent weeks on Capitol Hill explaining our point of view to members of Congress; and since April's "Washington Rally," more than 500 meetings had been conducted between restaurateurs and their representatives and senators.

Other labor bills on congressional agenda

The withdrawal of the minimum-wage bill was especially important because it was the first of several bills on Congress's labor agenda. We have shown Congress that business will not willingly accept mandated wage or benefit levels. But this setback for labor does not mean we can let down our guard. We will continue to monitor mandated health and parental-leave proposals and it's likely that the minimum-wage fight will have to be resumed when Congress reconvenes next year.

325 members come to Public Affairs Conference

The Senate set aside the minimum-wage bill just as 325 association members assembled for our annual Public Affairs Conference in Washington. Conference attendees were also treated to informative speakers, such as Senators Tom Harkin of Iowa and David Boren of Oklahoma. The association staff had set up meetings between conference attendees and their respective congressional offices, giving us a chance to voice our opinions directly to the nation's lawmakers.

And, as usual, the "Chef d'Oeuvre" reception was extremely popular, giving restaurant operators a chance to meet members of Congress informally in an elegant setting with fine food. Both as an educational event and as a show of the association's political strength, the Public Affairs Conference was a huge success.

Business marketing meal deduction focus of fall Board meeting

The fall Board meeting was also held in late September. A major subject of discussion was the launching of a program to show Congress that the reduction in deductibility of the business marketing meal was extremely harmful to our industry and that any further reduction would be disastrous.

Although the Bradley Amendment, which would have eliminated the deduction altogether for high-income individuals, was set aside by a conference committee, the business marketing meal remains vulnerable. I have appointed a task force to collect data and develop effective means of communicating our position on the busi-

AIDS video can help you

Foodservice careers symposium in January

No more CFCs by year's end

U.S. Culinary Team competes in "olympics" this month

ness-meal deduction to Congress in preparation for further hostile initiatives.

It is our responsibility as restaurant operators to educate our employees about the facts and issues surrounding AIDS. The association's two-part video series *The AIDS Issue* can help you. Available from the association at a nominal cost, the tapes can help head off AIDS-related problems in the workplace.

In the association's continuing effort to seek sources of high-quality labor for the future, a landmark event will be held in Washington on January 10, 1989. On that day, the association will host the Symposium on Career Opportunities in Foodservice.

The conference will be attended by both foodservice operators and individuals representing the demographic groups most likely to supply future employees—organizations like The Hispanic Policy Development Project, The National Urban League and the National Council on Aging. Each group will have an opportunity to share positive experiences regarding employment in foodservice and also to discuss its problems and needs. We will also examine model programs developed by the industry to attract and accommodate employees.

The objectives of the conference are to learn about the needs of the demographic sectors we most frequently target in our recruitment programs, to inform them about some of the benefits our industry can offer and to make contact with organizations representing them. Plan to attend this important symposium.

Environmental issues have received much attention in 1988, especially the issues of solid-waste disposal and the depletion of the earth's ozone layer. Approximately one-third of all foam foodservice packaging has traditionally contained fully halogenated chlorofluorocarbons, or CFCs, which are believed to be partially responsible for the ozone layer's depletion.

In response to those concerns, the foodservice packaging industry has voluntarily initiated a program to eliminate CFCs from the manufacturing process by December 31, 1988. Although foodservice packaging accounts for only a tiny fraction of CFCs used, the association applauds our allied industries' effort to be environmentally responsible.

The U.S. Culinary Team is participating in the 17th International Culinary Competition in Frankfurt, West Germany, from October 16 to October 20. Some of America's finest chefs will be participating in these "culinary olympics," thereby promoting the excitement and the sophistication of American cuisine. Our association is proud to have established the U.S. Culinary Team Foundation, which funds the team's activities, in conjunction with the American Culinary Federation. We wish our chefs well.

We welcome the 126 new members who joined the association in September. Your participation in the association will further strengthen our efforts.

Sincerely,

Jim L. Peterson
President and Chairman of the Board

RESTAURANTS USA

COVER STORY:
SPORTS BAR RESTAURANTS: AWARD-WINNING CONCEPT

9 Sports bar restaurants are winning fans with their casual, fun-filled atmosphere and innovative promotional events.

SPECIALS

YOUR FRIENDS AND FAMILY PROMISED US THEY'D TAKE YOU OUT TO DINNER ON YOUR BIRTHDAY IF WE'D AGREE TO PITCH IN.

16 Promotions—It's the philosophy that counts
The real marketing challenge is not simply to come up with new and different promotional events, but to develop promotions that build a consistent image for an operation. Here's a look at how three different operations are building business. The sidebar on "prefab" promotions has ideas for even the smallest marketing budgets.

20 Restaurant postcards—Send your message with their message
Restaurant postcards are a versatile, inexpensive and successful marketing tool. Find out how easy it is to create a postcard for your restaurant.

24 Marketing across time
This picture essay of restaurant postcards from years gone by proves that the marketing message of postcards is timeless.

26 Moving down the highway
In the quest for the perfect location at the right price, restaurant owners are looking outside city limits to the suburbs—and finding a new clientele.

28 Is it worth doing the laundry yourself?
To reduce astronomical laundry fees, some restaurants have set up their own laundry operations and are "cleaning up."

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31 To market, to market with off-premises catering
Breaking into the corporate catering field requires an aggressive marketing campaign. Staying in it requires excellent service and a high-quality product. Don't miss the sidebar on the importance of following up with clients.

34 Yellow Pages—A call to customers
Advertising your restaurant in the Yellow Pages is a sure way to get your name out to customers. This article explains how to design the most effective Yellow Pages ad for your operation.

36 Viewpoint
We've turned a legislative corner in 1988, says Bob Rosenberg, chairman of the association's government relations committee.

Cover photo by Gary Landsman

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- ☐ Museum dining with "the right stuff"
- ☐ Goodbye to mom and pop?
- ☐ A new type of doggy bag

Italian "bowl and roll"

Panezuppa, which means bread and soup in Italian, is a new restaurant in Chicago offering just that—innovative Italian soups and sandwiches to eat in or carry out. Panezuppa's specialties include *Pasta e Fagioli*, an interpretation of Italy's traditional meat, vegetable and bean soup, and *Muffallatta*, a round pillow of bread filled with a combination of chopped olives, salami and provolone.

Larger-than-life-size renderings of Italian wine bottles create an unusual "fresco" that is the focal point of the restaurant's decor.

Partners Nancy Barocci (left) and Colleen Houlahan stand in front of larger-than-life-size renderings of Italian wine bottles that decorate their new restaurant in Chicago.

A special design for a special camp

Romano/Gatland, one of the nation's largest foodservice planning and design firms, donated its time to designing the kitchen and dining spaces for the Hole in the Wall Gang Camp, a special camp for children with cancer and serious blood diseases. The firm kept in mind the camp's western theme, inspired by the movie "Butch Cassidy and the Sundance Kid," which starred its founder, Paul Newman. The spacious dining hall resembles a saloon with wooden walls, mismatched chairs and mounted buffalo heads. The kitchen, though, is a complete departure from the old-time theme, with its sparklingly new, ultra-modern equipment.

The western theme of The Hole in the Wall Gang Camp offers chronically ill children a chance to experience an entertaining and different environment at no cost to their families.

The dining room of the Hole in the Wall Gang Camp, which resembles an old-time western saloon, couldn't be more of a contrast to the modern state-of-the-art kitchen.

Innovative employee treatment program wins award

Pennsylvania Restaurant Association President Nicholas A. Rillo and Joseph Rillo, co-owners of Casa Rillo, an Italian restaurant in Camp Hill, Pennsylvania, received the *Restaurant Management* magazine award for "Innovators of the Year" in the employee relations category. The brothers were recognized for the employee assistance program that they set up two years ago to help employees deal with personal problems, including chemical dependency. The program encourages employees to take advantage of counseling services set up through a local mental health agency. The Rillos pay for the first session, and the employee pays for subsequent visits, depending on financial ability. Participation is confidential. Since the program's inception, 20 employees have used the program with positive results.

Nicholas A. Rillo

SOS calendar sales to feed the hungry

Twelve of the nation's most celebrated chefs have collaborated to produce "Great Chefs of America," a 1989 calendar to benefit Share Our Strength, a national network of restaurants committed to fighting hunger. The calendar features recipes and lavish photographs of specialties, including Wolfgang Puck's *Raspberry Terrine*, Leslee Reis' *Smoked Vegetables with Pesto Aioli* and Jonathan Waxman's *Mesquite Grilled Pork Chop with Pomegranates and Pears*.

Everyone involved with the production of "Great Chefs of America" donated his or her time and efforts.

Proceeds from the calendar will benefit food banks and homeless shelters in the United States, as well as international hunger-relief and development agencies. The price of the calendar is $8.95 plus $2.55 for postage and handling. For more information about the calendar, call or write to SOS, 733 Fifteenth St., N.W., Suite 700, Washington, DC, 20005; (202) 393-2925 or 1-800-222-1767.

St. Louis honors its hospitality industry

John Psara, maitre d' of the Tenderloin Room at the Chase Hotel was named Hospitality Person of the Year by the St. Louis Hospitality Industry Council in St. Louis, Missouri. Awards in several hospitality categories, including Concierge of the Year, Restaurant of the Year, Hotel/Motel of the Year and Marketing Organization of the Year, were given out for the first time this past spring to honor hospitality professionals who help make visitors to St. Louis feel welcome. The event is considered unique in that it combines awards for different hospitality groups.

"Siskel-and-Ebert" restaurant reviews

Joseph Rosendo and Edward Engoron, co-hosts of "Food and Wine Hotline," a regular feature of the weekly travel show "Travelscope" on KIEV radio in West Los Angeles, have a special style of rating restaurants for their listeners. In fact, Rosendo and Engoren might become known as the "Siskel and Ebert" of restaurant rating for their frank and sometimes heated discussions about restaurants, following the style of the famous movie critics.

The hotline is designed to give listeners personal tips on how to have the best dining experience possible when traveling near or far. Engoren, a 20-year veteran of the restaurant industry, and Rosendo, host of the radio program, are often split in their decisions whether to give a restaurant a "thumbs up" or "thumbs down." Listeners are invited to call in and give their opinions as well.

Joseph Rosendo and Edward Engoron, co-hosts of the "Food and Wine Hotline" radio show in California, give listeners a "Siskel-and-Ebert" style look at restaurants.

New address for association's educational foundation

The Educational Foundation of the National Restaurant Association is relocating to Chicago. Effective November 1, the new address is: The Educational Foundation of the National Restaurant Association, 250 South Wacker Drive, Chicago, IL, 60606. Phone: (312) 782-1703.

Please note that this is not the same address as the Chicago National Restaurant Association office.

Minimum-wage legislation may be dead for 1988

Democrats in the Senate, after twice failing to round up the 60 votes they needed to end debate and force a quick vote on the minimum wage, put the legislation aside late last month. As this ***Restaurants USA*** went to press, many senators predicted that the Senate would not take any vote this year on whether to raise the minimum wage.

The action came after hours of debate on the bill that began in mid-September and quickly developed into partisan gridlock on such issues as whether to establish a lower 90-day training wage for new hires, an amendment introduced by Sen. Orrin Hatch (R-UT).

Although it is thought unlikely that the bill will come up for a vote in the Senate or House this year, National Restaurant Association government affairs experts urged restaurateurs to keep up the pressure on Congress on the issue until legislators adjourn for the year, probably in early to mid-October.

Restaurateurs have been a significant force over the past two years in the fight against any increase in the minimum wage. Besides sending more than 102,000 mailgrams and letters to legislators on Capitol Hill in recent months, restaurateurs have participated in hundreds of meetings with senators and representatives—both in Washington, DC, and in home districts.

Senate moves on to parental-leave bill

After putting aside the minimum-wage issue, senators brought to the Senate floor a bill (S. 2488) that would require employers to give workers a certain number of weeks in unpaid parental and medical leave. As this ***Restaurants USA*** went to press, senators were beginning their second day of debate on S. 2488.

New employer regulation issued by IRS

According to final IRS regulations issued in August, employers must now let certain workers know that they may qualify for the earned income tax credit (EITC), a type of "negative income tax" the government offers to low-income workers.

The notice requirement applies to all workers for whom employers withheld no income taxes during the calendar year, excluding those who claim withholding exemptions on their W-4 forms.

The regulations require employers to send IRS Notice 797, "You May Be Eligible for a Refund on Your Federal Income Tax Because of the Returned Income Credit," or a copy to these employees.

The notices must either be included with the employee's W-2 form or sent within a week of the employee's receipt of the W-2 form. If the employer does not have to furnish a W-2 form to the employee, the deadline for sending Notice 797 is February 7, 1989.

This notice must be sent by first-class mail or must be hand-delivered to the employee. Notices sent through inter-office mail or posted on an office bulletin board are not acceptable.

Business-meal deductibility remains untouched

In a final agreement reached September 27, House and Senate conferees on the welfare-reform bill rejected a proposal to pay for the legislation by phasing out the business-meal deduction for certain wealthy individuals and unincorporated businesses. National Restaurant Association lobbyists had feared the provision would be included in a final welfare reform package.

DC ROUNDUP

□ **Senate puts aside minimum wage.** After long hours of fiery debate with no foreseeable end, Democrats in the Senate called off consideration of S. 837, the bill to raise the minimum wage by 40 cents a year through 1991. Although there is a slim possibility that senators will try to bring up the bill again before Congress adjourns in mid-October, many observers predict that the minimum-wage issue is dead for 1988.

□ **The National Restaurant Association slams unicode.** Association technical services experts filed comments in September with the Food and Drug Administration (FDA) on FDA's "unicode," a proposed regulation that would set burdensome and confusing new sanitation requirements for foodservice, retail food and machine vending operations. The proposal gives no explanation for the many significant changes it makes to current sanitation procedures. The association said the unicode's pervasive flaws make it "unworkable" and asked FDA to redraft the entire regulation rather than try to correct portions of it.

□ **Committee approves warning labels on alcoholic beverage containers.** On September 20, the Senate Commerce Committee approved a bill that would require alcohol containers to carry one of two warning labels. One alerts pregnant women to the dangers of alcohol-related birth defects. The other cautions against drinking while driving or operating heavy equipment. The House has a similar bill pending in committee but has not scheduled any action.

□ **IRS program will snare business tax cheaters.** The Internal Revenue Service is developing a document-matching program that will help the tax agency uncover businesses that are not reporting all their income. The program, which will go into effect over the next two years, will let IRS match income-related information returns filed by third parties to tax returns filed by sole proprietors, partnerships and corporations.

—Stephanie Gordon
—Denise Roach

SPORTS BAR Restaurants

Sports bars are winning more than just sports fans. With their emphasis on entertainment, they appeal to singles, families and anyone who wants to have a casual, good time.

Award-Winning Concept

by Julie Fintel

Michael Powers

Sports bars used to call up images of a neighborhood tavern with good-old-boys watching the game on the TV above the bar, drinking their beers and talking about their own sports feats. There are still such places, but today the term sports bar is more likely to mean a multi-purpose establishment, with not just one TV screen but many, with state-of-the-art equipment to bring in multiple sport events and with a wide variety of activities to draw in customers. With such an all-embracing concept, it is no wonder that the sports bar of today has created an atmosphere where women as well as men can feel comfortable and where entire families can enjoy the food, entertainment and promotional activities. "The ladies don't have to feel hassled, and the guys don't have to feel intimidated," says Bill McHugh, promotions manager at the Baltimore Original Sports Bar in Baltimore, Maryland. "If a guy asks a girl to dance and she refuses, he can go over and enjoy himself shooting baskets."

People come to sports bars from all walks of life, too, since sports appeal to everyone. Some, such as Ditka's, a sports bar and restaurant in Chicago, have their clubs divided, with one section for the young and single, and another for the older crowd. But at other bars, truck drivers rub elbows with lawyers, and young singles cheer for the home team along with the families. During the Superbowl at Champions in Washington, DC, last year, entire familes arrived at breakfast time and spent the whole day.

New technology—the catalyst for change

The element probably most responsible for transforming the neighborhood, one-TV tavern into the multi-purpose sports bar is the new communications technology that has made it possible to televise sporting events from around the world. Almost every sports bar has at least one satellite dish; many have cable hookups as well. All have more than one TV screen. Usually there is at least one giant screen and several smaller monitors placed around the rooms so that no table or seat is out of viewing distance.

Most of the sports bars have the capacity to show more than one event at a time, making it possible for one part of the room to watch a basketball game while another crowd watches hockey. For example, Rick Walker's Scoreboard in Fairfax, Virginia, has 13 color monitors and usually shows one event in the bar and another in the dining room. A disc jockey often works the controls, getting a feel for what the crowd wants to watch. But when a big event is on, such as the Superbowl, all sets are tuned to that one channel. Many clubs record games on videotape to show at a later date, and Ditka's of Chicago tapes comedy shows and its own in-house commercials for future broadcast.

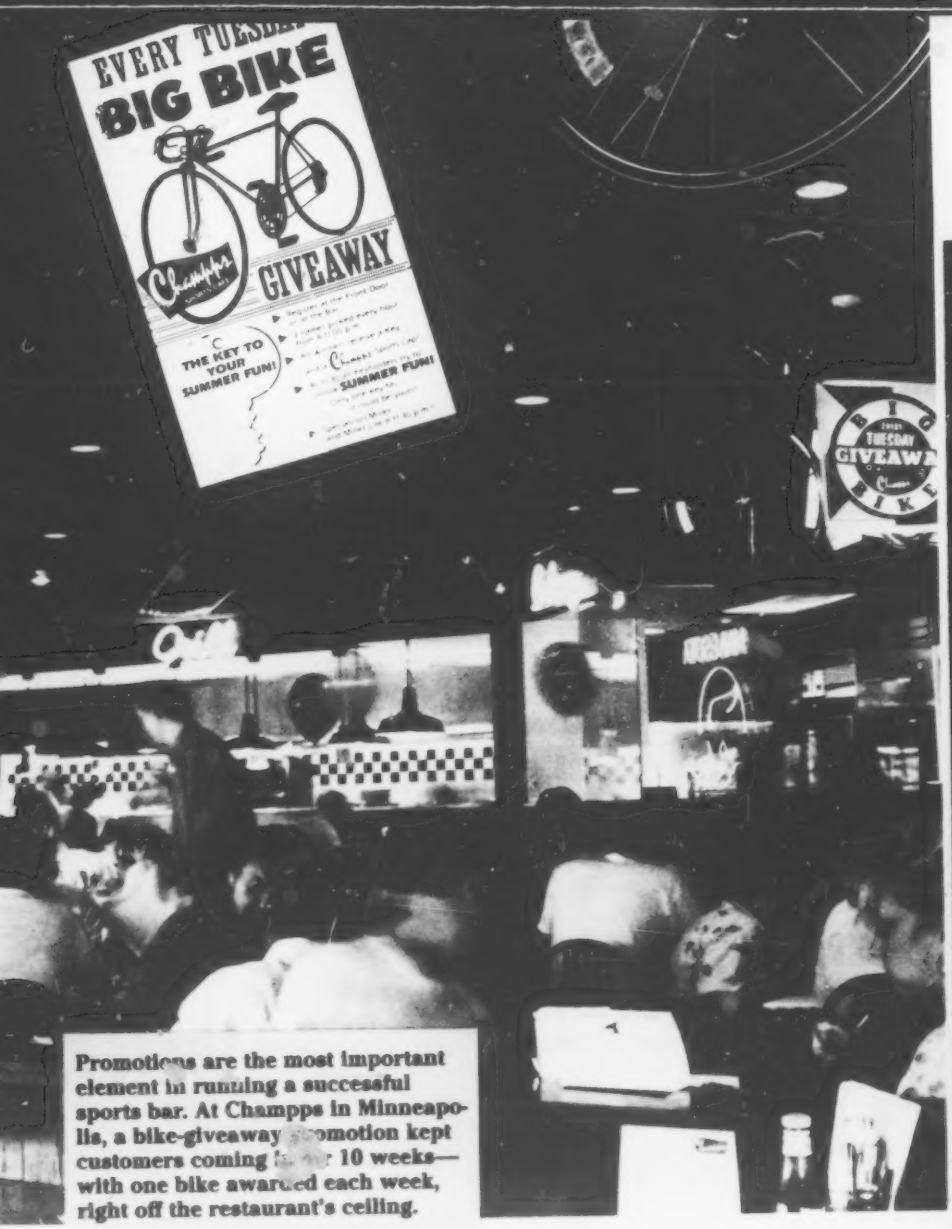
Bar owners are constantly combing the consumer electronic networks looking for technological ideas they can adapt to their operations. A new Ditka's near the racetrack in Arlington, Illinois, (scheduled to open October 3, 1988) spent $500,000 for electronic equipment that includes a satellite dish and a computerized switching network, making it possible for the club to broadcast not only the races being run next door, but also those from all over the country. In addition, some screens can flash odds while others can show additional sporting events. The club's audio system provides realistic sounds—horses' hoofs pounding the turf, people screaming, bells clanging. In between races, normally a 20-minute dead time, the club televises its own professional handicapper, giving facts and color about horses and jockeys.

When Ditka's parent company, J.R. Management, Inc., opens Whitey Herzog's Restaurant and Powerhouse Nightclub in St. Louis, it will feature TV screens that can be split so that, for instance, while a baseball game is being shown, one corner of the screen can show Herzog, manager of the St. Louis Cardinals, commenting about the player at bat.

Getting them there

The bigger the sporting event, the bigger the crowd. But most sports bars offer sports fans more than a chance to watch TV; they can be participants, too—maybe not in a big-league event, but certainly in one of the bar's locally staged games or contests. Sometimes the event is as simple as a game of sports trivia, with the bar owner tossing out the questions and awarding drinks as prizes. But many of the bars do things more elaborately than that, having full-time promotion managers whose job it is to think up ways to get the customer involved. Brandon Steiner, a restaurant marketing consultant who handles promotions for New York's Sports restaurant, thinks promotions are the most important element in running a successful sports bar. "You

Julie Fintel is a contributor to ***Restaurants USA.***



Promotions are the most important element in running a successful sports bar. At Champps in Minneapolis, a bike-giveaway promotion kept customers coming for 10 weeks—with one bike awarded each week, right off the restaurant's ceiling.

One of Champions' signature attractions is the bartop. Each location houses an eclectic display of baseball, football and basketball cards and sporting event ticket stubs that date back to the 1800s.

can be doing everything right as a restaurant, but unless you promote constantly, you can't have a good sports bar," he says. "The sports bar fan is constantly looking for something that's fun, exciting and different." The ideas seem to flow without end from Steiner and other sports bar promoters. Here is a sampling of what sports bars throughout the country offer to get customers into their establishments:

□ **Monday-night football.** This has always been one of the biggest nights for sports bars, but today's bars add their own incentives to bring in the crowd. At the Baltimore Original Sports Bar, touchdowns and two-minute warnings signal the beginning of the drink specials. But at Dean Vlahos' Minneapolis-based Champps, patrons keep an eye on penalties. As patrons come in the door, they get three tickets—half of the ticket goes into a basket; the other half they keep. When either team incurs a penalty, the emcee pulls three ticket stubs out of the basket and awards the holders of those tickets a dollar for every yard of the penalty, i.e., a 10-yard penalty means the lucky ticket holder gets $10.

□ **Games.** Many of the sports bars have added attractions to entertain their guests. The Baltimore Original Sports Bar has six pool tables, five dartboards, two foosball tables, four ski-ball machines, six pop-a-shots (a basketball shooting machine), pinball machines, video games and even a half-court basketball floor. Patrons at Ditka's at Arlington Park can place bets on the horse races, without leaving the restaurant. And at Champps, Bozo Bingo has its own loyal following. The game is like regular bingo, but has earned the name "Bozo" because players sometimes mistakenly think they have won the game. "Then everyone calls them bozos," explains Champps' Promotion Director Debbie Huddock.

□ **Celebrity hosts and bartenders.** Sports restaurant uses local newscasters, sports figures and even wives of sports figures as guest bartenders. For instance, Lisa Gastineau, ex-wife of Jet Defensive End Mark Gastineau; Toni Darling, wife of Mets Pitcher Ron Darling; and Ford model Cody Carmack, worked as bartenders

one night in order to raise money to send underprivileged children to camp. Sports restaurant also brings in celebrities to host corporation parties at the restaurant, and Wally the Beer Man, a Minneapolis legend usually found selling beer at the stadium, comes to Champps on Monday nights to hawk his beer there.

□ **Contests.** When there's no game on TV, contests give sports bar patrons something to cheer about. Some popular examples at Champions in Tampa, Florida, include lip-sync contests, aerobic contests, and even a National Anthem singing contest, with the winner singing the Anthem at the opening game of the Buccaneers season.

Beauty contests are also perennial favorites. Some are traditional beauty queen searches, but others are offbeat, such as one for the best-fitting jeans or the best male chest.

□ **TV and radio.** Most of the celebrities who own sports bars have their own TV or radio shows that originate from their bars. Chicago Bears Coach Mike Ditka tapes his show every Wednesday night in front of an audience at his restaurant. A show called "Redskins After Hours" originates from Champions in Washington, DC, with former Redskins as hosts and celebrity guests. Champps brings in Viking Linebacker Scott Studwell to host its local radio show.

□ **Seasonal events.** Some of the most creative sports bar promotions are seasonal events. This fall there are big plans for celebrating Halloween, the Olympics and the Presidential elections. At Champps, Halloween decorations go up October 1, and on the big night itself, there is the usual

(Continued on page 14)

It's just a normal night at Sports restaurant in New York City, with people milling around and watching giant video screens and numerous smaller TVs.

Champions in Falls Church, Virginia, has a sulky (used in horse racing) attached to its service bar. This allows the waitstaff easy access to the bar, since their work area is clearly defined.

Sports promotions at nonsports bars

Even if your operation isn't a sports bar, with a little imagination you can sponsor promotions that revolve around current or past sports events. At Schelde Enterprises (12 units based in Grand Rapids, Michigan), for example, the company recently gave its 20th anniversary celebration a boost by tying it into the 20th anniversary of the world championship won by the Detroit Tigers baseball team.

According to Geri Kelley, director of promotions for Schelde's, race riots and war protests made 1968 a year to forget in Michigan—except for one glorious exception. "The '68 Tigers," says Kelley, "provided a ray of hope and inspiration for everyone in the state. And to this day, everybody in Michigan seems to have a story to tell about the world championship season."

World championship tie-in—for old time's sake

To dramatize its anniversary and customize the promotion to the local market, Shelde's decided to associate the chain's birthday with the 1968 championship season. The theme, "Two great teams; two great accomplishments," was used in the initial advertising teasers. For the main event, several players from the championship team were brought in to the chain's flagship restaurant for a September 29th dinner. The restaurant also gave away a week-long trip to "Tiger's Fantasy Camp" in Florida, where individuals can practice with ex-players at an authentic spring training camp.

A snowmaker and crew of four worked from 4 a.m. until noon to make an 18-inch-deep ski slope in downtown Washington, DC, for Chicago Bar and Grill's Ski/DC promotion.

The first three days of "Schelde's' Grand Slam Celebration" were also marked by 20 percent discounts on all meals at all 12 restaurants. In addition, drawings were held for weekend getaways to western Michigan resorts, getaways that included food and beverage coupons redeemable at Shelde's' more upscale operations in the Traverse City area.

Because another of Schelde's' promotion goals is to increase the magnitude of the event through the involvement of media, the company also arranged to have a live radio call-in sports show taped at Schelde's during its special "Tigers' dinner," as well as a statewide segment for the "Presspass" television show.

For non-hometown football fans

Chicago Bar and Grill, a restaurant and nightclub located in an area of Washington, DC, that boasts a number of similar singles bars, is another operation that distinguished itself in 1988 with several timely, attention-getting sports promotions that were both imaginative and original.

According to director of promotions Victoria LeBlanc, Chicago's most successful promotions are those that result from "staying current and always looking for a tie-in." In January 1988, for example, Chicago's management team struck a promotional gold mine when they decided to change the name of the bar for one day to Minnesota Bar and Grill.

The name change was an inspired attempt to tap the publicity being heaped upon Washington's successful football team, the Redskins. Because the Chicago Bar and Grill had become a natural gathering place for Chicago sports fans in the nation's capital, several television cameras were on hand to film Chicago Bears fans watching their home team lose to the Redskins in the 1988 playoffs. The television attention gave owner Norman Gross the idea to change the restaurant's name to Minnesota Bar and Grill in honor of the Redskins' next opponent the following Sunday.

To publicize the January 17th name change, Chicago's sent out press releases and passed out brunch invitations on Capitol Hill. Among those invited were U.S. Senators and Congressmen from Minnesota and their support staffs, and the State of Minnesota Governor's Office. Walleye pike, a Minnesota favorite, was shipped in for the Sunday brunch, and when the doors opened at 11:30 a.m., Redskins and Vikings fans poured in and formed separate cheering sections.

Television stations from Washington, Virginia and Minnesota covered not only the scene inside the restaurant during the game, but also many of the pre-event activities, such as the air-freight arrival of the fish, the Viking warrior who was suited up to pass out Congressional brunch invitations on Capitol Hill, and the painting and installation of Minnesota Bar and Grill signs.

For ski-loving regulars

Another of the restaurant's attention-getting 1988 sports promotions was not as topical but definitely was every bit as outrageous. When a representative of a popular ski resort casually mentioned to Kevin Tracy, Chicago Bar and Grill's director of operations, that the resort's snow-making machine was so powerful that it could cover a city street, Tracy, who knew that many of the bar's regular customers were ski enthusiasts, immediately began thinking of a tie-in. "I told him, put your money where your mouth is," says Tracy, and the idea for Ski/DC was born.

Tracy's plan was to cover three blocks of a downtown Washington street with artificial snow and to hold a day-long winter festival. The plan became reality when the Wintergreen Ski Resort, located 170 miles southwest of Washington, came in on the morning of February 7 and blew and packed 18 inches of snow—the only snow to be found in the Washington area.

Events for Ski/DC included a Men's and Women's Mixed Slalom Race, a Washington Chefs' Ice Carving Competition, a Celebrity Downhill and a Three-Man Toboggan Race. Twenty-six neighboring restaurants and nightclubs fielded teams and paid entry fees to compete in the various events.

Through entry fees and the sales of food and beverages, the organizers generated more than $1,000 for the DC chapter of the Sunshine Foundation, an organization that works to grant the wishes of chronically and terminally ill children. A good amount of media coverage also snowed upon Chicago Bar and Grill, as the event was picked up by all the local newspapers as well as several local television stations.

—David Slater

Stars at sports bars

It's only natural that sports figures would be drawn to sports bars, both as patrons and as part-owners; and part of the fun of going to a sports bar is the hope of meeting someone famous.

When Mike Ditka, coach of the Chicago Bears, opened his first venture in Chicago in September 1986, it became an instant hit. Now he owns three sports bars in the Chicago area. Bears' quarterback Jim McMahon also opened a sports restaurant in Chicago, as did baseball great Mickey Mantle in New York City, and Kansas City Royals' First Baseman George Brett in Hermosa Beach, California.

But even those sports bars that are not directly connected to a star can offer patrons a chance to rub elbows with some of the local sports figures. "Almost every sports figure who comes to DC drops in," says Michael O'Harro of his Washington, DC, club, Champions, where the Redskins are regular customers.

When a sports hero goes into the sports bar business, he usually agrees to invest more than his money and his name. His presence is required, at least part of the time. George Brett is always present for Monday Night Football at C.J. Brett's, a bar partly owned by him and his three brothers. Mickey Mantle has agreed to spend at least 45 days a year at the newly opened restaurant and sports bar he co-owns. Mike Ditka comes into his restaurant at least three times a week, even during football season, and plays an active role in all decisions having to do with the restaurant. And Rick Walker, ex-Redskin and owner of Rick Walker's Scoreboard in Fairfax, Virginia, has his dinner at a table set up near the door so that he'll be highly visible.

If customers aren't lucky enough to meet the celebrity, they can at least admire his trophies, jerseys, photos and other memorabilia, which are sure to be displayed. Or they can take comfort in eating a food item named for him or his friends. The signature item at Ditka's is pork chops, the coach's favorite food. But the menu also features a *Vinny Testaverde Pasta* and a *Zimmer's Popeye Spinach Salad* (Don "Popeye" Zimmer is the Chicago Cubs manager). C.J. Brett's has a Bill Walton pizza, a veggie special, and Howie Long roast beef.

Take me out to the ball game . . . the bleachers at Sports restaurant in New York City give the interior the look of a stadium. Sports recently hosted a fund-raising event for the Baseball Alumni Team with Surf Laundry Detergent donating nearly $500,000's worth of baseball-card collectible books. Among the baseball luminaries attending were Don Drysdale, Ralph Branca, Rusty Staub, Larry Doby and Gene Hermanski.

(Continued from page 12)

costume contest, but also a coffin holding a live Dracula to help people get in the appropriate mood.

Summer, normally a slow time in the sports world, has its own promotional possibilities. The Baltimore Original Sports Bar holds a Beach Night, complete with a sand-castle-building contest and a volleyball court set up on 32 tons of sand that have been dumped in front of the restaurant. For the more daring, there is a jellyfish toss, where raw chicken breasts are substituted. Champps has a beach night, too, featuring a beach band, as well as tropical drinks, a limbo contest and employees dressed in beach garb.

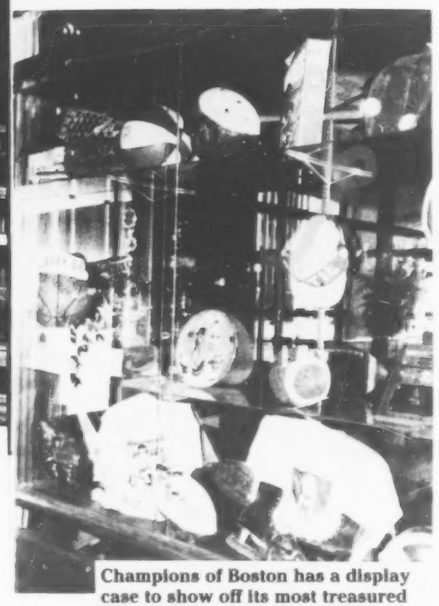
□ **Promotional tie-ins.** Often a sports bar will work with a beverage or food company to develop a promotion. When Bartles and Jaymes co-sponsors Bozo Bingo at Champps, for example, the wine-cooler company will provide balloons, pennants and table tents for the event. During the Olympics, Reeboks, the athletic footwear company and one of the sponsors of the Olympics, gave all Champps employees a brand new pair of white sneakers at a special price and free T-shirts with an Olympic design. Reeboks also furnished table tents with the Olympic event schedule, and it sold its products at the bar.

But the tie-ins needn't be long-standing. "Taster's Choice" at Champps is a short-term promotion that has built up a lot of customer interest. For one week a distributor gets to introduce a product which the bar doesn't normally carry, giving out free samples and distributing sales literature. If the patrons like the product, Champps will make it a regular item on its menu.

□ **Charity tie-ins.** Rick Walker's Scoreboard in Fairfax is one of many sports bars that uses promotions to raise money for charity. One popular event is the Ugly Bartender contest. This year the bar's bartender stayed at the Scoreboard seven nights and days, with only a five-minute break each hour, to raise more than $10,000 for multiple sclerosis.

This summer Ditka's of Chicago staged a benefit with proceeds going to the fight against drugs. Food, drinks, a raffle, an auction, door prizes and a special sports celebrity newlywed game were the attractions, as well as a chance for party-goers to meet Mike Ditka and other Chicago-area sports figures.

□ **Alumni groups and fan clubs,** which meet regularly at the bars, are other money-makers, and many sports bars go out of their way to attract this business by offering discounts on food and drink.



Champions of Boston has a display case to show off its most treasured pieces of sports memorabilia, such as a basketball signed by the Celtics' Larry Bird and a football signed by the Patriots' Doug Flutie.

□ **Sponsoring local teams** pays off, too, not only in enhancing the bar's civic image but also in increasing business, since the team members like to come to the bar after the games to replenish their energy after working up an appetite.

Getting the word out

How do people find out about the events the sports bars are sponsoring? In addition to ads, there are signs out front to give notice to passersby of what's coming, or schedules on the tables or near the door. Special invitations are also mailed to regular customers. Sports bars do have their signature methods as well; fans of the Baltimore Original Sports Bar can call a recording to find out each week's scheduled events.

The feel of the place

In keeping with the total sports concept, almost all sports bars are decked with sports memorabilia, photos of the greats, and if the bar is owned by a star, mementos of his career, such as his jersey or the bat he used. The tops of the bars at Champions are covered with hundreds of old baseball cards, football cards and ticket stubs. Sports bar employees usually wear some type of sports uniform, often referee stripes. Some of the bars include a nightclub area with a dance floor—the dance floor at the Baltimore Original Sports Bar is in a boxing ring—and space for either a live band or a booth for a disc jockey.

An exception to the sports-memorabilia-as-decor idea is Sports restaurant in New York City. Built in what was originally a movie theater turned supermarket, the architects added two floors to the structure to convert it to a 6,000-square-foot, 500-seat restaurant meant to look like a small stadium. Sports events on the three giant video screens and numerous small TV screens are watched by patrons sitting at tables, the long bar or from a double row of bleachers. The bleachers, says promoter Steiner, serve two purposes: Sitting in them makes it easy for people to get to know each other—less awkward than standing at a bar—and they increase capacity without taking up a lot of room.

Where food fits into the game plan

Food is not usually the main draw at sports bars. Even those clubs that offer full dinners stick to food that fits into the total concept of the sports bar as a fun, casual place. No dishes are overly elaborate or experimental because the proprietors know that a customer who is eating with one eye on the ball game is not going to give full attention to a culinary masterpiece. Beef in the form of prime rib or steaks, pasta and seafood are the mainstays.

Many sports bars consider food secondary to the drinks and entertainment and offer what they call "ballpark food"—hot dogs, chili, nachos or barbecue. Deb Macey, co-owner of Saloony's Sports Bar and Grill in Chicago, even gives her food away, offering a Monday Night Football Special with free hot dogs and chili, and a Sunday Brunch with the Bears with free subs and chicken wings.

But others pride themselves on their food and insist the word "restaurant" be included in their name. Vlahos calls food the number-one priority at Champps and offers a 75-item menu comprised of snacks, sandwiches and salads, as well as seafood, some Mexican dishes and, of course, steak. He estimates food is 40 percent of sales, and liquor is 60 percent. (At some other sports bars the percentages are reversed.)

In fact, at a time when alcohol awareness is increasing, sports bars, with their emphasis on entertainment, give people other reasons to come to a bar besides to drink.

The new Sports Rock Cafe in Atlanta has two menus, one featuring appetizers, the other entrees. Champions in Georgetown is keeping its ballpark-food menu, but its other clubs serve full dinners.

Like a religion

Sports bar owners think they have hit on a good thing. Steiner points out that there were more than 637 sporting events carried by the networks last year. And no one will argue with the fact that Americans love sports. In fact, after seeing singles bars and discos come and go, Champions owner Michael O'Harro looked for something with more staying power. And he decided sports was it. "Sports is like a religion in America," O'Harro notes. With two clubs of his own, O'Harro has entered into an agreement with the Marriott Corporation to place Champions in some of its hotels.

Jerry Winston, manager of Champions in Boston, reports business has skyrocketed since Champions converted the hotel's 50s-style disco to a sports bar. The Tampa location opened in June, taking over a typical motel lounge, and sales have already doubled, even though summer is a slow time with very little to offer in the way of major sporting events.

Besides the Boston and Tampa locations, Champions have opened in Marriotts in Portland, Oregon, and Irvine, California. All four are doing so well that seven more Marriott Champions will be open by the end of 1988 and five are on the agenda for 1989.

It's the philosophy that counts

by David Slater

Christmas is no longer a slow season, but a special time at the Golden Lamb Inn, thanks to the inn's successful promotions.

Restaurant promotions can serve a variety of functions. They can bring in new customers, beef up business on a traditionally slow night or introduce a new product. They can raise a restaurant's profile by captivating the media and generating positive word-of-mouth publicity. In short, promotions can be the threads that bind together a restaurant's product, ambiance and service and then give the package a jumpstart—the "something extra" that turns passersby into regulars.

There are as many different types of promotions as there are restaurants, of course, but the real marketing challenge is not simply to come up with new and different events. The key is to develop promotions that build a consistent image for an operation. The most effective promoters follow a set marketing philosophy, generating excitement in their operations by always looking for a creative angle that fits the restaurant's image.

Highlighting the operation's strong points

"We won't do a promotion for the sake of doing a promotion," says Gonzolo Munoz, co-owner of Washington, DC's E.E. Wolensky's. Even if a potential promotion might generate a lot of excitement and revenue, "we don't want to do it if it's not us," he says emphatically.

Wolensky's' owners take particular pride in the 180-seat restaurant's neighborhood appeal, its friendly upstairs saloon, its versatile menu and the large numbers of regulars who establish personal relationships with each other and with the three owners. These, then, are the aspects that Wolensky's chooses to call attention to in its promotions.

One of Wolensky's' most successful 1988 promotions, for example, emphasized a menu item that had been somewhat overlooked by customers—sushi chef "Hiro" Takata's American sushi selection. To suit the tastes of squeamish American diners, Hiro's sushi selection includes uncon-

David Slater is a communications specialist at the National Restaurant Association

During Wolensky's' sushi-giveaway, chef Hiro demonstrated sushi-making to two local media personalities.

ventional poached-meat-and-vegetable combinations as well as the traditional raw-fish-and-rice offerings. On Hiro's one-year anniversary with Wolensky's, the restaurant planned a huge sushi giveaway that would meet three goals: It would educate the target market about sushi's versatility, let potential customers know about Wolensky's' American sushi and introduce a new half-price sushi promotion every Monday evening.

By passing out flyers to neighborhood workers and residents and by promoting the event in-house to restaurant regulars, the restaurant made sure the news of the giveaway would reach its immediate target audience. Wolensky's also got word out to the media through press releases and by sending sushi platters on the morning of the promotion to local radio disc jockeys. Several mentioned the promotion as they enjoyed the sushi. And, finally, to entertain the nearly 1,000 people who lined up to receive the giveaways, Hiro demonstrated sushi-making to two local media personalities, which resulted in even more radio and television coverage.

According to owner Munoz, the sushi giveaway perfectly fit Wolensky's' promotional philosophy "because we improved product awareness and got a lot of good word-of-mouth advertising in the immediate neighborhood, which is what we want because we're a neighborhood restaurant." The promotion also improved traffic on a traditionally slow night. Since Wolensky's began featuring half-price sushi, Monday "has become a big night for us," says Munoz.

Another unique Wolensky's promotion was geared toward stimulating customer involvement and maintaining consistency with a new advertising theme. When Wolensky's changed its menu earlier this year, it added caricatures of the restaurant's owners to the design. In March 1988 the restaurant began an ad campaign based upon those caricatures talking about the restaurant. To get new ideas and to involve the restaurant's many regular customers, Wolensky's decided to distribute placemats featuring the caricatures with blank balloons overhead. Customers were encouraged to write the ad copy, filling in the blanks, thereby composing their own promotional concepts for the restaurant. The prize for the best entry was a complimentary dinner for two with the owners and placement of the winner's ad in the local print media.

The more than 300 entries so exceeded expectations that the judging took an additional week. The winning entry—which said it was fair for the customers to have an opportunity to put words in the owners' mouths because the owners had been putting so much good food into their customers' mouths—reaffirmed two key points of the Wolensky's philosophy, the outstanding food and the concerned attention to customers. Thirty other notable entries that were distinctively "Wolensky's" were placed on one of the restaurant's walls, much to the customers' amusement.

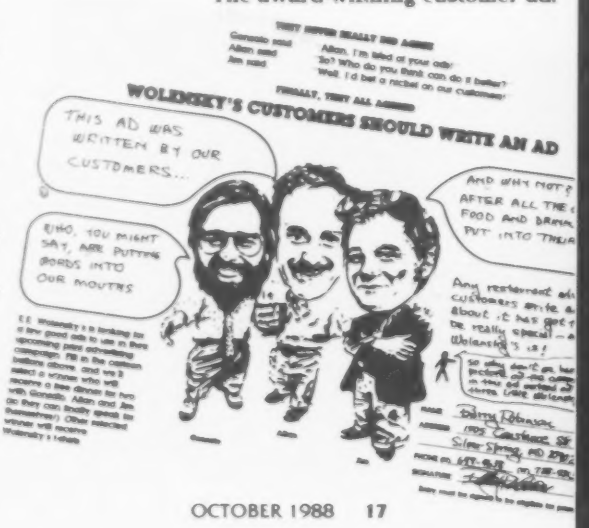
Involving the community

The people of western Michigan, says Geri Kelley, director of promotions and advertising for Schelde Enterprises, are typified by their pride in hard work and the family. "This heritage," adds Kelley, "is [also] what Schelde's is all about." Accordingly, the Schelde's promotional philosophy is based upon community involvement, with the long-term goal of making the 12-unit chain as much a part of western Michigan life as are native foods, family and community events.

When the Schelde's management team plans a promotion, they go out of their way to develop angles that will extend the promotion to the surrounding western Michigan community. "Even if we can't come up with something entirely new and different," says Kelley, "we always develop a way to customize the promotion to the market and give it a local angle."

Schelde's' interest in the local community has led the restaurant to feature such dishes as "Old Mission Cherry Duck" and "Cherry Capital Coolers" on menus in Traverse City, the world's cherry capital. And in 1987, when it needed some new cherry dessert recipes, Schelde's decided that rather than consulting cookbooks, it would involve local homemakers and amateur chefs in a recipe contest, offering Schelde's food and beverage certificates to the first and second runners-up. The winning recipe carried a cash prize of $500 and the promise of fame; it would be featured in Schelde's res-

The award-winning customer ad.


WOLENSKY'S CUSTOMERS SHOULD WRITE AN AD
THIS AD WAS WRITTEN BY OUR CUSTOMERS...
AND WHY NOT? AFTER ALL THE FOOD AND DRINK PUT INTO THEIR

CHERRY SUPREMES

Yields: 22 muffins

Ingredients:
2 cans (21 ozs.) cherry pie filling
1½ cups sugar plus 2 Tbs.
4 tspns. vanilla
2 tspns. almond extract
1½ cups graham cracker crumbs (13 double)
6 Tbs. melted butter or margarine
12 ozs. cream cheese
1 cup chocolate syrup
3 eggs
¼ cup flour
1 cup sour cream

Method:
Combine cherries, 2 Tbs. sugar, 1 tspn. vanilla, 1 tspn. almond extract. Chill.

Line muffin cups with paper liners. Combine crumbs, ¼ cup sugar and melted butter or margarine. Place 2 rounded Tbs. of crumb mixture in each muffin cup. Press to sides and bottoms.

Beat cream cheese and 1 cup sugar together until light and fluffy. Add chocolate syrup, 2 tspns. vanilla, 1 tspn. almond extract, eggs and flour; mix until well blended. Pour approximately ¼ cup of filling into each muffin cup. Bake at 350° for 23 minutes or until tops just begin to crack but are not dry—do not overbake. Remove from oven and cool.

Combine sour cream, ¼ cup sugar and 1 tspn. vanilla. Spread 1 tspn. of mixture on each cup. Chill thoroughly.

Top each Cherry Supreme with 1 Tbs. of cherry mixture (4 or 5 cherries and some sauce), allowing some sour cream to show. Refrigerate.

Recipe by Doris Quick of Old Mission Peninsula, Traverse City, Michigan, 1988 winner of the Second Annual Cherry Dessert Search held by Schelde's restaurants.

taurants—not only on the menu for several weeks but also on the placemats. In fact, the cherry search was planned so the winning dessert would be served in Traverse City units to coincide with the town's huge cherry festival in early July.

The response was overwhelming, says Kelley; more than 300 recipes were submitted and screened. Ten finalists were then evaluated on the basis of originality, taste, appearance and adaptability to Schelde's' commercial kitchens by a panel of judges, including writers from top local newspapers.

The cherry-dessert search was such a success that the restaurants decided to repeat it in 1988. Schelde's also quickly planned an apple-dessert search in Grand Rapids in the fall to take advantage of that region's leading crop. This time, with one successful search already under its belt, Schelde's managed to attract more than 600 recipes. Once again, the contest captured the attention of the local community. In fact, laughs Kelley, one of the most enjoyable aspects of the final judging was that each finalist brought her own cheering section, which added to the pageantry and excitement.

Although all of Schelde's' promotions are aimed at involving the local community, not all are high-profile events. In an ongoing goodwill activity, each Saturday a different local group is invited to a Schelde's restaurant for a complimentary meal. "We view it as another good way to get involved in the community and to focus attention on a particular group," says Kelley. Unlike most Schelde's promotions, which are increased in magnitude by involving the media, the Saturday lunch program is carried out in an understated manner. Like the more dramatic promotions the program complements, however, the results generate positive word-of-mouth publicity. "We know that the family and friends of the people who benefit from the program find out about it," says Kelley. "It's kind of a quiet way to keep our name out there in the community."

Building up slow times

The Golden Lamb Inn, a historic 450-seat restaurant in Lebanon, Ohio, draws its clientele mainly from Cincinnati and Dayton, both nearly a 35-minute drive from the restaurant. The inn's management staff believes that promotions for the destination restaurant should serve the specific purposes of offsetting slow periods by giving people a special reason to make the effort to dine there. "With about 80 percent of our lunch business and 95 percent of our dinner business coming from out of town," says assistant manager Fred Compton, "we have to use promotions to create something to get these people into their cars."

According to Compton, the numbers prove that the inn's philosophy is effective. Since the annual Christmas promotion was first instituted in 1969, for example, December has gone from the inn's slowest month to its busiest, with more than 30,000 meals served in December 1987.

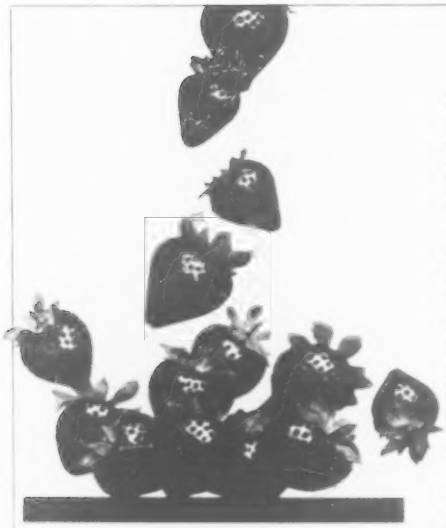
Including the December Christmas promotion, the Golden Lamb sponsors five major seasonal promotions that are given a slightly different twist each year. Each promotion attracts customers with special menus and decorations. From the Golden Lamb's marketing standpoint, however, what makes each promotion effective, according to Compton, "is that each is scheduled at a time of year when we want to get people in here."

The annual December promotion, for example, advertised as "Christmas is any December day at the Golden Lamb," is a clever example of the inn's policy of promoting the entire holiday season rather than simply the particular holiday.

Preparation for the December promotion begins in May; and by the first of December, the 185-year-old inn is decorated inside and out. Each year the Golden Lamb's December promotion revolves around a particular theme that involves history and native American foods. Past celebrations, for example, have included "Christmas is comfort," when the inn was decorated with elaborate quilts, and "Christmas at the Golden Lamb—Naturally," when natural decorations covered the walls. Other annual attractions include a Christmas art show, live Christmas trees decorated with antique ornaments and lights, and a caroling group that visits the restaurant nightly.

Each year, too, a different major meal is offered during each of the first three weeks of December. Venison, the most popular special, is offered during the first week (which is traditionally the slowest week). The second week might involve an English-goose special based on a meal eaten in Dickens' *A Christmas Carol*, with the next week bringing "Christmas at Mount Vernon," in the form of a turkey and Virginia ham special like that eaten by the nation's first president.

The Golden Lamb begins promoting its December celebration by mailing out more than 3,000 brochures around Thanksgiving time. By September, however, private party rooms are being booked by groups that have enjoyed the celebration in past years. "Besides the plain dollars and cents," says Compton, "the best gauge of the promotion's success is the number of calls we get in the middle of summer from people who want to know what we'll be doing this Christmas."



Creating excitement with "prefab" promos

Even if your operation doesn't have the time or resources to develop elaborate promotions, there are a wealth of sources to turn to for ready-to-go promotional ideas that can be easily customized to a particular restaurant.

Birthday, anniversary programs
Hundreds of restaurants nationwide are having success with direct-mail birthday and anniversary programs instituted with the help of companies such as Schaumburg, Illinois-based Custom Marketing Services or the Birthday Business, located in Escondido, California. With the help of these services, restaurants compile personalized mailing lists and send birthday cards to customers. Each birthday card mailed includes a personal invitation from the sponsoring restaurant to redeem a gift certificate when the customer dines at the restaurant during his or her birthday month. The gift offered varies according to the image of the restaurant, from a dollars-off discount to a pitcher of margaritas or a special birthday cake for the entire dining party.

Nearly two years ago, Birmingham, Michigan-based Machus Enterprises Incorporated instituted the Birthday Business at one of its seven units. The results were so positive, says president Martin Kreger, that the system was soon added to five more Machus restaurants. Today, Kreger says, the Birthday Business is responsible for $150,000 in additional business.

Machus Enterprises expands its mailing list, which now totals 50,000 names, by offering monthly incentives to the servers who sign up the most new customers. "We find our customers to be very accessible," says Kreger, citing one waitress who added more than 100 names in each of 11 consecutive months. Another, he adds, signed up 284 customers in one month.

Food board promotions
Interested in sponsoring a seasonal blueberry or apple promotion but not sure where to begin? There are more than 100 generic food support groups that offer promotional materials, product information and merchandising ideas for foodservice operators from all market segments.

These groups can provide operators with recipes, ideas for weekly or daily specials and colorful buttons, posters and table tents. Certain groups, such as the California Strawberry Advisory Board, also will provide funding to support promotional costs at large chains.

Randy Brooks, president of Fresno, California-based Brooks Company (107 units), says, "We've had a real good response from our seasonal strawberry promotions, during which we usually offer strawberry desserts, such as strawberry pie, strawberry shortcake and fresh strawberries." At Brooks' Happy Steaks and Perko's family restaurants, the free buttons and table tents supplied by the Strawberry Board not only create "a good response from the customers," he says, "but also help get the employees behind the promotion."

Customized photo buttons
The crowd-pleasing power of the Polaroid PhotoMagic System was in evidence at the 1988 National Restaurant Association Show, where attendees lined up three and four deep to have their photos turned into customized buttons.

The surprisingly simple PhotoMagic System allows restaurants to create lasting mementos quickly by snapping a photo, using a cutter to cut the photo to size, and then popping the photo between two button parts. Custom-made or standard art forms can be ordered to promote a particular business, holiday or special event.

At Charlotte, North Carolina-based Valentino's, the PhotoMagic System is used on special occasions, according to manager Denise Georges, to "give customers a little reminder of their birthday or anniversary dinner with us. We've enjoyed using the photo system," she adds with a laugh, "and the customers definitely have had a lot of fun with it."

YOUR FRIENDS AND FAMILY PROMISED US THEY'D TAKE YOU OUT TO DINNER ON YOUR BIRTHDAY IF WE'D AGREE TO PITCH IN.

RESTAURANT POSTCARDS

A view across a dining room, with tables neatly set and happy customers looking out on the water. A still life of a table laden with inviting vegetables. The exterior of a tavern. A rendering of a diner. A closeup of a mural. These are all postcard scenes advertising restaurants.

by Gordon A. Reims

A generation or two ago, pictorial postcards were chiefly for vacation use. They showed ocean breakers, waterfalls or city skylines, with space provided for "wish-you-were-here" notes. But gradually the business advertising potential in postcards began to be recognized, especially by inns, motels, restaurants and specialized shops—some early on (See "Marketing Across Time" in this issue). Operators discovered that postcards attract attention, and marketers found that they are more likely to be saved by patrons than many other pieces of promotional material. They are, in effect, one-page pictorial brochures immediately mailable to potential customers. And they can be as realistic as a photograph or as whimsical as a sketch or painting.

For all types of operations

Restaurants of all kinds—the stylish, the picturesque, the hotel coffee shop, the enlarged diner—even a hot-dog pushcart—use postcards. The small coffee shop in the Yardarm Motel in Searsport, Maine, uses a standard card showing the neat but unpretentious interior. At the picturesque port of Crisfield, on Maryland's Eastern Shore, the popular Captain's Galley Restaurant has a lengthy postcard displaying three separate photographs—two shots of tables bearing enticing seafood dishes, and one harbor view through a picture window. According to manager Rich Tonelli, "These cards prove to be of good multi-purpose use. Our regular diners often pick them up, and the tourists who take the cruise boats to the islands use them for notes to friends and family."

City restaurants also use postcards to extend the atmosphere of their restaurants. In Manhattan, Palio shows its famous mural on an oversized card, and the Union Square Cafe features a painting in its collection to highlight the original art on display.

If the pictured restaurant looks sufficiently interesting, attractive, stylish and inviting, the hope is that guests will send them to family and friends with notations such as "Here's where we dined Friday evening; the shrimp was excellent."

The Union Square Cafe goes one step further in encouraging its customers to use its postcards, which feature a still life of vegetables. The postcard is presented to diners at the end of the meal, and they are encouraged to write messages on the spot. The restaurant then mails them. According to reservationist and office manager Ellie Campbell, taking over the mailing responsibilities has been a great way for the restaurant to get the word out about its operation. The postcards go all over the world with messages describing the food and dining experiences. There are personal notes, too, of course, says Campbell who licks each stamp herself.

Postcards displaying the most eye-catching feature of a restaurant can be placed on tables for patrons to carry away; they can be stacked conspicuously at cashiers' desks (or on entrance-hall tables in situations where servers handle payment transactions), and they can be placed at chambers of commerce and travelers' information counters.

Some well-worn paths to follow

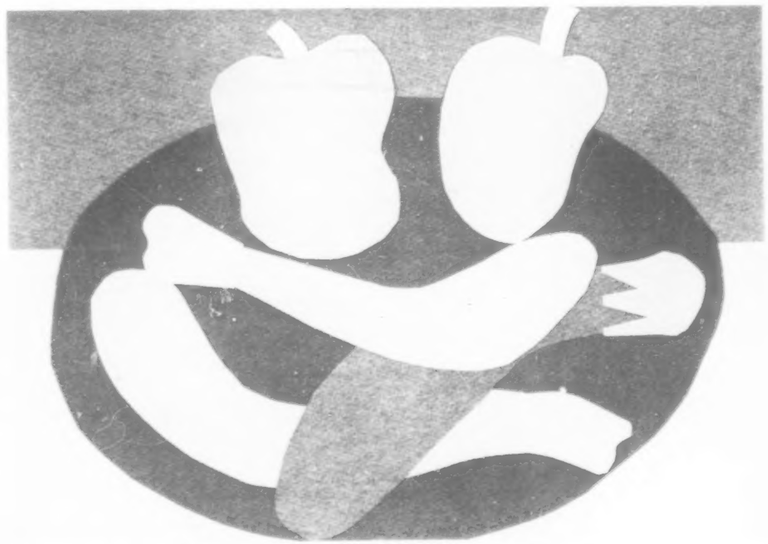
Although many restaurants and inns use postcards, the subject of postcard production is often cloaked in mystery, but it needn't be. Fortunately, in the picture-postcard field, there are some well-worn paths to follow.

□ **Types and sizes of cards.** The familiar standard card is 3½ inches deep and 5½ inches long. It is still the most frequently ordered format, and the most inexpensive available.

The so-called "continental" cards are slightly larger, sometimes offered with ruled or fancy borders, and these are more costly. Some printers produce their top-quality cards in this format.

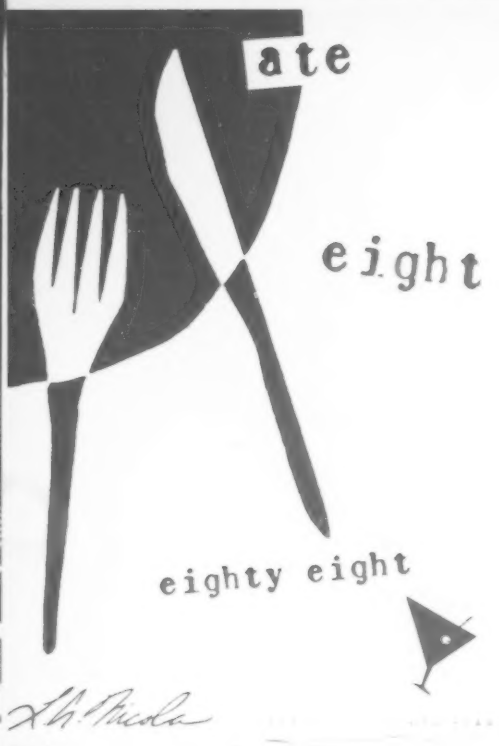
The long narrow cards, often called "panorama" or "brochure" cards, are usually 3½ or 4 inches deep and up to 9 inches in length. They can be used with great dramatic effect to highlight a design feature (such as Palio's mural), or they can be used in place of costly brochures, since they have enough space for displaying two or three photographs.

□ **Prices.** If your restaurant or one of its features is so colorful, historic or scenic that postcards picturing it can be sold in the drugstores of your town, you "have it made." A view postcard, intended for public purchase by tourists, is produced at the photographer's expense. But realistically, as with 99 percent of the restaurants and motels in the country, you'll likely have to have them published yourself. The following are approximate prices for cards bearing one photograph, based on early 1988 lists of major postcard printers:



Restaurant postcards show their most distinctive or recognizable features—whether it's their dining room, as in the card picturing the coffee shop in the Yardarm Motel, or their artwork, as in the still life displayed in the Union Square Cafe, or the mural by Sandra Chio at Palio. All postcards are shown here in actual size.

Gordon A. Reims is a freelance writer who specializes in postcard production. He lives in Deal Island, Maryland.



CAPT'S GALLEY RESTAURANT
Home of the world's best crab cake
CRISFIELD, MARYLAND

Postcards can be great direct-mail pieces for restaurants to announce openings, menus or special promotions.

When the view counts, some restaurants show it, as does the Casa Madrona in Sausalito, California.

It's easy to show more than one picture when using a panorama-size postcard.

	Quantity	Cost
Standard postcard	3,000	$250
	6,500	$325
	12,500	$470
	25,000	$600
Continental card	6,500	$500
Panorama-brochure	6,500	$525 plus

Except for the higher-priced rush service offers, the minimum quantity printed by most card firms is 3,000. Any of the various types and sizes of cards can be produced with from one to several photographs (although three or more will be pretty small on a 3½-x-5½-inch standard card). Most of the color-card-specialty printers have set designs and layouts which they can usually show you. The second picture is currently priced at slightly above $100, with additionals at from $50 to $70 each.

The bottom line on any order will include the photographer's own charge, as well as shipping, sales tax and, in some instances, overage. Overage? Printers always print a few hundred cards more than you order, just in case they spoil some. If they enjoy a good run, they'll send the extras to you and charge you a pro rata fee. (They'll deduct, too, if they run short, which isn't often.)

How to have cards produced. Virtually all quantity-produced postcards are printed today by a dozen or so large national printers—from Miami, Florida, to Aurora, Montana—whose reps are the commercial photo studios and freelance photographers in your community. Local printers don't as a rule try to compete with the large postcard presses, although some may be as good as the specialized operations.

When it comes to taking the actual picture, photographers in your area, who have produced postcards for lo-

cal businesses or for the scenic-view racks, are the logical parties to contact. They should be experienced in color photography and should be properly equipped for exterior and interior shots.

It's a good idea to contact a photographer in your own community—not just for chamber-of-commerce buddyness, but also because if you want any exterior views, he or she will be able to take them when the conditions of the sun and sky are right.

Express mail

Having postcards available for your customers to pick up is one way to use postcards to market your restaurant, but postcards can be used in a more aggressive marketing move--a direct mail campaign.

The American Express Direct Action program features 24 postcards that have been designed to suit the marketing needs of a wide range of restaurants. Participating restaurants use the cards to offer special prices, such as two-for-one deals, to customers who pay with their American Express cards.

American Express provides copy and pre-production work for the postcards, while the restaurant contributes to the cost of personalizing them and mailing them to American Express cardmembers in their area.

American Express has offered this program on a limited basis for the past four years, but it is now expanding the program to all restaurants that honor the card because of growing interest and the program's success.

"THE BEST LITTLE DIVE ON THE STRIP"

The postcard matches the mood of Herbie's, a diner chain in New Jersey and Florida.

□ **When the photographer comes.** On his or her initial visit, the photographer will show you prices and samples, and you will in turn describe or show what you have in mind, hear his or her comments and suggestions, and consider the types of cards available.

The day you expect pictures to be taken, be sure to have everything ready—neatening up, placement of tables, preparation of any food dishes to be photographed, etc. If you're having an exterior shot taken, decide what to do about parked vehicles that might show—misparked trucks have caused many a delay. More important, perhaps, is your decision on whether or not to include patrons in your indoor shots. Friends and relatives often make excellent subjects, if they adequately represent your customer base. If not, hire professional models.

□ **Finalizing the order.** The photographer will return a week or so after taking pictures with the developed transparencies for you to examine. If you are satisfied, you'll select the photographs to be used and decide on the card size, the quantity needed and what descriptive copy is to be printed on the back of the card. Always select a snappy, strong color transparency—never one that is pale, flat or dark. A dull transparency is the most frequent cause of card disappointment.

The photographer will fill in prices and other details on an order agreement form. He or she will ask you to sign it and will request a deposit—usually about one-quarter to one-third the total price. The photographer will then send the order to the printer, who will usually contact you directly with an approximate delivery date.

As a rule, it usually takes four to six weeks from the day your photographer shoots the pictures until the delivery truck arrives with your cards. For shorter turnaround, most printers offer rush service, but it is higher-priced.

Often the postcards will be delivered C.O.D. (for the total due, minus your deposit), unless arrangements for billing were previously made.

□ **Mistakes.** Fortunately, the vast majority of postcard printings satisfy purchasers. In those few instances when an imperfect card is produced, most printers will usually reprint promptly at their own expense—provided, of course, that the transparency itself is not at fault.

□ **Other uses and reorders.** Once you have your cards, remember that you can use the same photographs in other ways—on menu covers, business cards or pictorial letterheads. (Be sure you discuss this with the photographer, however. Some photographers price their work differently if there is secondary usage, and the copyright law protects their right to do so.)

Even if the photograph may cost more for secondary usage, there is usually a saving in price when it comes to printing the same transparency, because once color separations have been made, printers can proceed more economically. If you later reorder your cards, there's a price break there, too, for the same reason. ⌟

by Jan Whitaker

MARKETING ACROSS TIME

The whimsical charm of old restaurant postcards may be responsible for their survival, long past their expected lifespan. This same quality accounts for the willingness of contemporary collectors to pay $1 to $4 apiece for these small bits of advertising ephemera.

Spanning the twentieth century, restaurant postcards provide a documentary record of restaurant advertising trends and of restaurant history. It's almost too obvious to note, however, that artists' airbrushes have had much to do with molding these images—often delightfully. But if these old cards are less than 100 percent accurate, they are revealing nonetheless.

A

B

C

D

E F

KEEN'S English CHOP HOUSE, 36th Street near 6th Avenue

G H

A. The subject matter of the restaurant postcard is quite varied. Building interiors and exteriors are most common. Many cards combine both. Kitchens are rarely shown, and the Nisi family's Sparetime Cafe in Omaha may be alone in displaying its meat locker.

B. Early cards, especially those published before World War I, mainly depicted matter-of-fact interiors or exteriors without the gimmicky insets and other postcard-illustrating curiosities that were to come later. Restaurant cleanliness was a big issue with patrons early in the century, and many cards boasted of the establishment's spotlessness. For this reason, interiors were typically photographed while empty, thus permitting the card's beholder to make a careful examination. No doubt the artist who retouched and colored Saxe's card so painstakingly was instructed to show how the gleaming wall surface reflected the table appointments.

C. Though it got its start in an earlier decade, the cafeteria was still a novel arrangement to most restaurant patrons in the 1920s. Former baseball-magnate-turned-restaurateur Charles Weeghman used his business' postcard to show people how the new system worked. On this card the photographer cannily captured a fur-coated woman patron in the foreground, suggesting that the "better classes" ate in this type of restaurant, too.

D. The development of the roadside restaurant, beginning in the 1920s and vastly expanding thereafter, gave prominence to the establishment's sign, and it no doubt seemed a natural choice for operators to let their sign shine forth on their card, too. George's in Cardiff by the Sea matter-of-factly called itself "The house by the side of the road."

E. The advent of neon lighting late in the 1920s meant that many 1930s and 1940s postcards (of the prized linen-finish variety) would feature neon signs. Boston's Lloyd's Steak House sports two such signs, which together are bigger than the restaurant's Depression Modern storefront.

F. Many a model or out-of-work actor got work posing for restaurant postcards in the post-Prohibition era, culminating in the 1940s when a restaurant's sophisticated clientele and convivial atmosphere were selling points. Seven out of 10 diners pictured on a postcard of Keen's Chop House in New York City hold cigarettes; all look like bon vivants.

G. Often the owners themselves appear on their postcards to show "personal supervision." Lee Willard beams radiantly alongside his chicken and steak house.

H. Food was not often pictured on postcards until the use of color film became widespread in the 1950s. The modern-type postcard, with its shiny surface and its detailed, full-color photorealism, has proven excellent for portraying food, as the card from Lucille and Otley's Florida restaurant demonstrates. The lemon pie's meringue shows every air bubble.

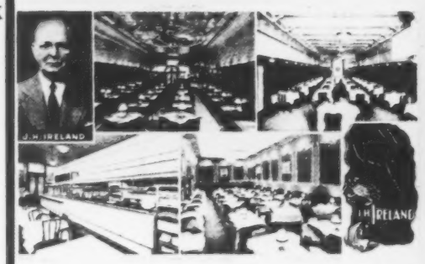
I. Seafood restaurants, which have always been big postcard advertisers, have usually tried one way or another to get their most popular and photogenic menu item—the lobster—on their cards. Probably only Atlantic City's Hackney's managed to get the staff to dress up like lobsters and smile (most of them, anyway) for the camera.

J. Given all the choices restaurant operators had of what to display on their cards, it's not surprising that some tried to squeeze in everything. Who did it better than Math Igler's? On one 3½-x-5½ inch card the owners showed their restaurant's exterior, two interior shots, a group portrait of their singing waiters, a map and two trademarks.

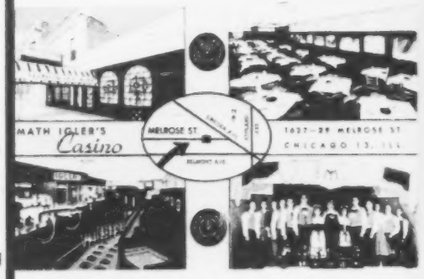
K. Ireland's Oyster House did a good job, too, with its four dining rooms, trademark and upstanding-looking owner.

L. Finally, there's Boo-Boo and Suzette, who sit together in a little bubble inset on the Kingsley Inn's card. This is the spot that on many cards is reserved for the proprietor. Why did the Kingsley Inn show its dogs instead? The answer is probably lost in time, but who could throw away a card like this?

L



K



J

I

Jan Whitaker has been collecting restaurant memorabilia for five years. She is currently writing a book on the history of tearooms.

MOVING DOWN THE HIGHWAY

"The growing affluent customer base in the suburban market leaves a void in the suburbs that needs to be filled."

by Marcia Hibsch Coppess

In their never-ending quest for the perfect location at the right price, restaurant owners are looking outside city limits to the suburbs. There is a good reason to move down the highway: While choice downtown real estate has become scarce and prohibitively expensive, the suburbs gained 5.8 million hungry new residents between 1980 and 1984.

As affluent baby boomers experience their own baby boomlet, their fascination with gentrifying decayed neighborhoods takes a backseat to good schools, backyards and other echoes of their parents' past. But, though they boomerang back to the trappings of their childhoods, they also bring with them some decidedly nonsuburban lifestyle requirements.

The steak-and-cheese-toast dinnerhouses that represented the best of suburban dining 30 years ago aren't enough for the new suburbanites. They demand variety, quality, intense flavorings and signature items. That creates a niche for high-quality concept restaurants seeking new locations.

Steven Rockwell, vice president of Alex Brown and Associates, an investment banking firm in Baltimore, Maryland, warns, "The restaurant industry is so large and fragmented, it's easy to find a trend showing anything you want. But it certainly is true that the growing affluent customer base in the suburban market leaves a void in the suburbs that needs to be filled."

Restaurateurs are attracted to suburban locations for as many reasons as there are restaurant concepts. But six advantages seem to stand out:

□ **Less competition.** As appealing locations in the city become saturated, suburbs with open space and new buildings catch the eyes of many restaurant owners. Jean Leon, owner of La Scala in Beverly Hills, California, knew suburban Brentwood was a good location for one of his La Scala Presto restaurants, a trattoria version of his expensive restaurant in the city. So when he saw a building under construction along a major highway in Brentwood leading from Los Angeles, he approached the builder.

Marcia Hibsch Coppess is a freelance writer in Pasadena, California.

Other small restaurant chains have discovered that opening a second location in a metropolitan area makes better marketing sense than entering an entirely new city. The Old Spaghetti Factory, operated by OSF International in 23 cities nationwide, recently broke with tradition by building a suburban location 16 miles from its Salt Lake City restaurant.

"Our move to Mid-Valley Family Center was not a statement that we are leaving downtown locations," says Bob Barr, director of marketing. "It is a way of complementing the reputation we have already established in a new city. The Salt Lake City market is small enough to spread our reputation, identity and awareness, but large enough to have more than one location without affecting the customer counts of our downtown location."

□ **The changing city.** Because of the growing attraction back to the suburbs, the cities are losing residents who might otherwise frequent downtown restaurants. "Beverly Hills has undergone an enormous transformation in the last 15 years," claims Leon. "The clientele my business has catered to for more than 30 years has either moved to condos, Malibu or gone to heaven. What's left are new residents who are not accustomed to eating at a fine restaurant like mine. The young people—yuppies—want a different kind of meal," Leon says. "Instead of a special dinner out, they want to have dinner for two with a bottle of wine for $25, and they want to go out every night."

□ **The two-career working family.** Steve Polski, owner of Market Barbecue in Minneapolis and Wayzata, Minnesota, believes that, "In

the suburbs, going out isn't an event. It's a daily habit." This habit is often dictated by the hectic schedules of the two-career families, who look to restaurants to provide nourishment and a comfortable place to unwind after a long day.

Jim Errant, president of Errant Enterprises in Chicago, opened his first Claim Company restaurant in downtown Chicago in 1973. "By 1978, I saw that baby boomers were moving to the suburbs and settling down, just as I was at that time," he says. "I wanted a restaurant that would attract a large volume of family people—I wasn't interested in the fickle bar crowd. The people I was looking for didn't want to spend a lot of money. They wanted to get good food quickly."

Errant opened his second Claim Company in an upscale mall in Northbrook, Illinois. "The mall location brought us shoppers and business lunchers who are in a hurry. That offers us a turn or turn and a half between two and five o'clock, when other restaurants are slow."

□ **City real estate costs.** Land, rent, utilities and taxes are pricing out restaurants as more speculators purchase blocks of downtown real estate. Leon of La Scala is looking for a new Beverly Hills location after his landlord raised his rent tenfold and demanded a percentage of the gross. Errant closed his downtown location after 15 years when his lease ended and rent tripled. "We had no lunch business and no parking. It just wasn't worth it," he explains.

□ **Business in the suburbs.** Businesses that need large facilities have discovered the same problem downtown restaurants have: The available space is either exorbitant or too small for their needs. With their labor source moving further and further away and rapid transit not keeping pace with migration patterns, light industry, service and high-tech businesses are building industrial parks up to 50 miles from the center of major metropolitan areas. In fact, during the office-building boom of 1980 to 1983, two-thirds of all office construction was in suburbs outside metropolitan areas.

"We select our suburban locations very carefully," says Errant. "We go into areas with upscale shopping centers surrounded by businesses, office complexes, hotels and residential areas. The factor with the greatest future importance is convenience. I don't want to be the only reason people come to my location."

□ **Parking.** "Families coming in from the suburbs don't want to walk 10 blocks through city streets to get to our restaurants," says Barr of OSF. "But it's almost impossible to find downtown parking. The situation in Mid-Valley is a dramatic change, however. It makes a big difference for a family restaurant."

Problems in paradise

Yet life in the suburbs is not as serene as a manicured rose garden. Three major issues are the thorns in the side of the suburban restaurateur:

□ **Labor.** It should come as no surprise that labor counts as the largest of those thorns. In affluent suburbs with little need for public transportation and a high demographic profile, the low-paying and unskilled jobs go begging.

"I don't even have words to describe how bad the labor shortage is in Chicago," groans Errant. "Restaurants actually bid for dishwashers and busboys! One of my suburban restaurants has not been able to achieve full staffing since it opened six years ago. As a result, it consistently runs $400 to $600 each month in overtime. If a suburb has no public transportation, people have to come by car. That limits the availability of the people who usually take the unskilled jobs."

Marc Berkowitz, a family owner of Legal Seafoods in the Boston area, says the difficulty in finding labor differs according to the location. "The accessibility of rapid transit in the greater Boston area directly affects the availability of labor," he says. "The closer our restaurants are to the labor force—meaning the city—the easier it gets."

□ **Different customer attitudes.** Restaurateurs accustomed to the pace and tone of the city express surprise at the transformation their customers undergo when they get home. Instead of eagerly ordering unusual and new menu items, they demand the same thing every week, prepared the same way. They want a fast meal and a quick glass of wine. Then they want to go home.

"We are busy virtually every hour we are open downtown, with policemen, people from hotels and businesses coming in at all hours of the day. We don't know who will come through the door. In the suburbs, all the people have the same shirts with little horses on the pocket. We have fewer problems, but it isn't as colorful," observes Steve Pollsky of Market Barbecue.

Some restaurant concepts may never succeed in the suburbs, while others have no place in the city. The most important ingredient to success, as always, is matching location to customer. Although a restaurateur enjoys success in one city, he may find that his concept doesn't translate from city to suburb.

The Ark Restaurant Corporation, which operates 17 successful restaurants in Manhattan, one in Boston and is opening one in Washington, DC's redeveloped Union Station, tried the New Jersey suburbs and learned a painful lesson when the venture failed.

"What we do well in an urban setting is not transferable to suburbs," says Michael Weinstein, a partner in the corporation. "The suburban customer doesn't accept our design, our concept or what they see on the plate. We're confident that our best and only locations are in the city."

Any location is fair game

Finally, the most common attitude today is that any location is fair game as long as it has the elements necessary. "I listen to every site-selection proposal," says Berkowitz of Legal Seafoods. "I never close anything out, but a new site has to be in an area that we have preselected. Factors like the lease structure, customer mix and square footage are what matter."

Barr agrees. "We constantly look for new locations for the Old Spaghetti Factory. Our new location in Mid-Valley serves as a prototype for restaurants we may build in the future instead of working within existing space. We no longer take the attitude that we are only for a downtown area. Now we'll look at and develop something in the suburbs if the ingredients are there for success." ❑

IS IT WORTH DOING THE WASH YOURSELF?

by Kathy Boyle

Kathy Boyle is a freelance writer in Rockville, Maryland.

In 1986, Ralph & Kacoo's, then a chain of four seafood restaurants ranging in size from 350 to 700 seats, was paying $200,000 a year for rented linens, tablecloths, towels, rugs and uniforms, but the quality was below standard, says Todd A. Gerald, general manager for the restaurant in Baton Rouge, Louisiana. "In fact, we were rejecting 20 percent of the laundry for a 20 percent loss," he painfully recalls. The last straw came when the linen supplier asked for a 23 percent increase to give Ralph & Kacoo's the quality service it was demanding.

That is when Ralph & Kacoo's restaurant in Baton Rouge decided to build its own state-of-the-art laundry facility. It invested $300,000 in the laundry, which includes the building, equipment, inventory and training. "We took a separate loan for the venture and treat it as a separate business," explains Gerald. "Our plan was to pay back the investment in three years and at the same time regain $15,000 a year in laundry savings."

However, after just one year of operation, the laundry is 10 percent ahead of projected estimates while operating at only 60 to 65 percent capacity. This means there is room for growth.

After Ralph & Kacoo's' three-year loan on the laundry project is repaid, Gerald estimates annual laundry savings will bring in $65,000 per year.

Gerald thinks other multi-unit operators can learn from this experience. "Once you are at the three-store level, you had better start looking at your laundry bill," suggests Gerald, who notes that the savings increases with each additional unit.

Savings from doing laundry in-house

Although the concept of building one's own laundry facility has long been the norm for hotel and motel operators, it is the exception in the restaurant business. Few restaurateurs bother with a laundry operation, although substantial savings can be realized. For many, doing the wash simply means installing a washer and dryer in the basement and assigning someone on staff to occasionally run a load. Although few operations have gone to the lengths of Ralph & Kacoo's, Ralph & Kacoo's is not the only establishment to reap the success of doing its own wash. In 1985 the Mt. Hawley Country Club in Peoria, Illinois, built its own laundry operation. At that time it was spending $40,000 a year on rented laundry.

To remodel the proposed laundry area in an unfinished part of the basement cost the club about $18,000. The area they chose had a dirt floor. The club had to pour a cement floor, add plumbing and drains, run necessary wiring and add ventilation systems for the laundry. It purchased five pieces of equipment: two 35-pound washers, two 50-pound dryers, and a mangle for ironing. According to general manager George L. Gibbons, "We are getting by all right, but if I had it to do over, I would have installed at least one larger 50-pound washer instead." Total cost for all the laundry equipment and soak tubs was $20,000. Today the club is saving about $10,000 a year, says Gibbons.

Haussner's Restaurant, a 900-seat restaurant in Baltimore, Maryland, also built its own laundry. "Cost factors made us do it," says Stephen S. George, general manager. "Five years ago, when we built the laundry, we were paying $100,000 for rented linens." Almost immediately the restaurant saved 40 percent on its linen expenditures, and within two years it paid back its startup costs.

To build the facility, Haussner's made some minor additions to an outbuilding it owned in back of the restaurant. The conversions cost about $70,000. Like Ralph & Kacoo's, Haussner's runs the laundry operation as a separate business. "We run the laundry as its own profit center. We continue to charge the restaurant to do its laundry, just as if the restaurant were still renting the linens. So the profit from the laundry is our savings," says Stephen George. That savings adds up to a tidy $3,000 a month.

"We run the laundry as its own profit center. We continue to charge the restaurant to do its laundry just as if the restaurant were still renting the linens. So the profit from the laundry is our savings."

Even the less expensive restaurant laundry operation—a single-person operation working out of the basement—can bring savings if the proper commitment is made. Bob Ruby's Great Steaks, a 250-seat restaurant in Altamonte Springs, Florida, investigated the difference in cost between renting linens and doing the laundry in house. "Before we opened in October 1987, we priced renting linens versus buying them and then washing them ourselves. We found it would be much less expensive to do it ourselves," says manager Nancy J. Jasmin.

Currently, Bob Ruby's buys all its own linens and employs one full-time person to do all the washing, drying, finishing, pressing and folding of approximately 150 tablecloths a day, six days a week.

Bob Ruby's Great Steaks is located on the third floor of an interior-design center, and its laundry is in the basement. "The laundry is a standard setup. It looks like your typical laundromat, except with industrial-quality washers and dryers, and folding and ironing tables," explains Jasmin.

Cost not the only factor

Despite substantial opportunity for cost savings, quality control is another reason often cited by operators who choose to build their own laundry facility. "When something is not right, we just do it over," says Gibbons. "With a supplier, we had to return the linen and ask for an adjustment."

Color uniformity is another advantage. "By doing the linen ourselves, we can keep the color of all the napkins the same. Our burgundy-colored napkins would ordinarily fade unevenly with successive washings," says Robert J. McNulty, laundry manager at Ralph & Kacoo's. "By running our own laundry, I can redye the napkins as needed . . . about once every five weeks. When you use a linen supplier, it is not as easy. Doing it yourself costs a little more, but anyone can do it."

Finally, when linens get past their prime, they can be recycled for cleaning rags.

Sufficient laundry to build a facility

In order to make a separate laundry feasible, there must be a sufficient volume of laundry to merit the expense of building a separate laundry operation. The Capital City Club in Atlanta does the laundry for both its club operations—the Capital City Club in Atlanta and the Capital City Country Club, located outside the city. "We do everything," explains club manager Manfred Jagiella. "We do uniforms, tablecloths, napkins, finger towels, cooks' uniforms, maintenance and housekeeping uniforms, cleaning towels and rugs for the kitchen."

For Ralph & Kacoo's the deciding factor was the large volume of napkins—210,000 per month—and 25,000 aprons. The laundry also cleans bar towels, walk-in mats and kitchen rugs.

What it takes to get started

□ **Inventory.** A major expense associated with starting one's own laundry is the acquisition of an adequate inventory of linens. Gibbons purchased a complete linen inventory for the Mt. Hawley Country Club. This cost $40,000. "It may have been on the high side because I ordered 100 percent cotton. But for my needs, it was worth it: Starched cotton napkins stand up on the table when folded, which is almost impossible to achieve with polyester napkins," he explains.

Once linens are purchased, there are replacement charges. Haussner's believes it may be spending $5,000 to $8,000 each year for replacement linens, including aprons, towels and uniforms. "But the life span of linen goes beyond a year," notes Stephen George.

□ **The right equipment.** What type of laundry equipment to buy is determined by the type of linens used in the restaurant. "Our machines are not designed for tablecloths," says McNulty of Ralph & Kacoo's. "We do 50,000 to 55,000 napkins a week. You have to take the situation and design around it. A single-roll ironing machine does a napkin superbly, and this type of machine costs $30,000—versus a three-roll machine which you would use for tablecloths, which costs $120,000. If we were a tablecloth-oriented restaurant, I would have bought that type of ironing machine."

□ **Experienced staff and advice.** A trained and experienced laundry manager can make the difference between profit and loss in a laundry operation. "From the beginning we said, 'We know nothing about the laundry business; we are in the restaurant business, so let's hire an expert who knows the laundry business and its ins and outs,' " recalls Gerald from Ralph & Kacoo's. So the chain hired McNulty six months before the laundry was built.

McNulty knew about laundry. He grew up in his own family's laundry business and later managed a chain of dry cleaners for a number of years. He put this experience to good use. During his first months on the job, McNulty finalized and submitted plans, filed permits, ordered equipment, made arrangements with the utilities, contracted with soap companies and ordered the linen inventory.

When Haussner's decided to add its laundry, Stephen George went to his rental linen suppliers and asked for their help. They made suggestions and recommended equipment and suppliers. As a result of this support, when George must rent colored linens for special parties, he still calls on these suppliers.

Take advantage of government programs when hiring laundry personnel. Operators note that local or state employment agencies can be helpful in finding qualified laundry personnel. For Ralph & Kacoo's, the unemployment office screened applicants, set up the interviews and provided the office space for the meetings. "Also, we were able to recoup some money in training costs through the Targeted Job Tax Credit (TJTC) program," notes Gerald.

"Once you are at the three-store level, you had better start looking at your laundry bill."

□ **Time.** It takes time to iron out the wrinkles. "It takes a good six months to get a system up and to train people and to implement daily maintenance procedures," warns Gibbons of the Mt. Hawley Country Club.

What it takes to run the laundry

A laundry can be run on a different schedule than the restaurant. Currently, Ralph & Kacoo's' laundry operates four days a week, Monday through Thursday, 8:30 a.m. to 4:00 p.m. This leaves Friday as an overflow day. "The extra day allows us to float volume," explains Gerald. In addition to a manager, the laundry employs eight hourly employees—five who do finishing work; one who loads the heavy, wet laundry; one who sorts all laundry; and one driver. The laundry services all six Ralph & Kacoo's Seafood Restaurants, which are scattered in a 300-mile radius. Four stores—all within 100 miles—have pickups and deliveries three times a week. The other two are serviced twice a week.

Haussner's operates its laundry five days a week with three full-time employees. "They do a super job," says George. "They work from eight in the morning on a flexible schedule. When the work is done—usually an average of five hours each day—they go home."

Seven people work at the Capital City Club laundry, which handles the laundry for both Atlanta clubs, and an eighth employee works at the Country Club laundering bath and finger towels. The Capital City Club's laundry is located in the basement of the City Club. It receives a daily shipment of laundry from the Country Club on its own trucks.

Expanding operations?

Operators are very reluctant to expand their laundry services to other restaurant customers, although some have been approached. "We may take on some outside business, but it would only be one at a time so we could iron out any problems," says Gerald of Ralph & Kacoo's. ❑

TO MARKET, TO MARKET

Doing business with business is smart business these days. More than 80 percent of all catering is corporate; the majority is repeat business. It is a market with phenomenal growth; it is steady, diversified, competitive, with plenty of room for newcomers. And success shines on those who excel at details and creative marketing.

WITH OFF-PREMISES CATERING

by N. Jeanne Wertz

Business has moved from eating out to eating in. Corporations have stepped up their entertaining to enhance their corporate image. "There is plenty of work and opportunity for caterers," says Terri Woodard-Polster, a catering consultant in Pasadena, California, who has instructed some 600 participants in the National Restaurant Association Educational Foundation's off-premises catering seminars. She says that "corporate catering is steady, not as erratic as social catering, which reflects the seasons and the economy." Logistics and marketing, however, are big problems in tapping this market.

Marketing

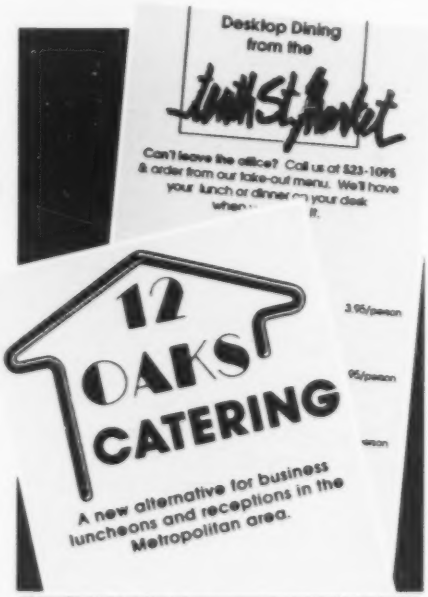
"You've got to develop a marketing plan," says Michael Roman, president of the National Institute for Off-Premises Catering in Chicago, Illinois.

There are three separate facets of a marketing plan: getting the job, performing well and following up. (See accompanying chart.)

According to Tony Rubino, president of the National Caterers Association in Akron, Ohio, "There are so many ways you can go; it's trial and error to find the few good ways." The most popular and important techniques are direct mail, telephone calls, brochures/menus, on-site performance and Yellow Pages ads.

Direct mail

The experts agree: Start with what you have, your built-in house list.



N. Jeanne Wertz is a marketing and publications consultant in Arlington, Virginia.

Build on that list for direct mail, telemarketing, personal visits and follow-up. The tenth St. Market, in Cleveland, Ohio, excels at direct mail. The company, which does 85 percent of its catering for corporate lunches, started with a list of 200 names. It put its "small budget" market dollars into direct mail and built the data-base list to 2,500 names.

"It works for us," says general manager Kim Haller. Haller says she uses direct mail because it makes it easy to track business. For example, one $400 flyer produced $4,000 in business.

The tenth St. Market uses color stock and appealing graphics to promote everything from Secretary's Week to spring. Its envelope stuffers for desktop dining and corporate catering display the company logo prominently and tell the message directly: "You don't have to leave your office to have the best executive lunch in town."

Personal letters for both potential clients and follow-up also pay off. At her downtown Washington, DC, Vie de France bakery/cafe, general manager Sue Culp sends out welcome-to-the-neighborhood letters, often delivered with a bountiful tray of cookies and cinnamon rolls.

OFF-PREMISES MARKETING STRATEGY

New business sales

Getting the jobs

Define market

Develop marketing plan

Create:
- Logo, slogan
- Table tents
- Menus
- Brochures
- Letters
- Flyers
- Yellow Pages ad
- Cards, matches, napkins
- Direct mail pieces

Canvass for new clients:
- Scout the business area and office buildings
- Get business page leads

Make initial calls:
- Determine contacts
- Set up appointments
- Visit potential customers
- Bring menus, brochures, samples
- Invite to restaurant
- Make helpful suggestions
- Offer references

Network:
- Join/be active in civic, business organizations
- Establish contacts with top decisionmakers
- Build image and reputation in community

For ideas and help:
- Join trade groups
- Subscribe to trade publications
- Attend seminars
- Hire a consultant

For special attention:
- Sponsor civic/ business events
- Host a special event for local media
- Send news items to food editors
- Write a column, a book
- Sponsor a charity event
- Host a bipartisan political event

Repeat and referral business

Performing well

Be punctual

Feature a presentation that shows quality, quantity, style, variety, cleanliness

Attend to all details

Act professionally

Be unobtrusive

Make clients guests at their own events

Make each guest feel he or she is number one

Handle any crisis calmly

Give a signature gift to each guest

Clean up everything

Following up

Make thank-you/ assessment calls

Send follow-up letters

Send thank-you notes for referrals

Keep in touch

Telephone calls

Because of the flood of mail arriving at most offices, phone calls can often succeed where letters may fail. At the tenth St. Market one person spends 20 hours each week calling potential customers. A call is also made after each delivery to find out if everything was fine and to past customers who haven't been active for a while.

To succeed with telemarketing Haller maintains it is very important to find out who does the ordering. "Start at the top. If you start at the bottom, you waste a lot of time," she says. Haller calls the president of a company, explains her company's services, and then asks who should be contacted. She even will say, "Mr. President, I'd like to come and see you."

Josh Rosenblatt, a graduate of the Culinary Institute of America in Hyde Park, New York, opened his 12 Oaks Catering in Rockville, Maryland, in 1986, right on the doorstep of suburban corporate clients, such as IBM and Westat. He caters breakfast, brunch and lunch, which he delivers in his four-door Mazda.

In the afternoons he makes personal visits, leaves brochure menus with receptionists and invites them to his cafe. He says you have to be a good salesman to make an appointment for a formal presentation, but it can pay off.

Brochures, menus

When it comes to creating brochures and menus, "do as much as you can on instinct," urges Michael Roman.

"Be creative, be innovative," says Terri Woodard-Polster, "but also be sincere. Tell the truth about what you can do. Develop your logo, then do things you are comfortable with."

Relay your image, your specialties, your service and what you will deliver. Show "that something" that is your signature and distinguishes you from all others.

"Don't tell the world how great you are. People don't care how great you are. What they care about is if you are on time; they care about the quality, quantity, variety and presentation of your food. They care about sanitation, your professionalism and dependability," says Roman.

Performance

Most catering business is based on a firm's previous service. Roman says, unequivocally, that the greatest catering growth stems directly from referrals and repeat business.

Helen Wasserman, president of Helen's Too!, a catering firm in Washington, DC, relies 100 percent on her performance for repeat business and referrals at the highest corporate level—80 percent of her catering is corporate, up 25 percent over last year. "Every basket, every tray that goes out of here is beautiful," she says.

The unofficial rule of thumb is that one satisfied client generates nine potential new ones. Even before her staff gets back from an event, Wasserman says it is very common to have a call or two from someone who says, "I loved the food. I'd like to talk to you about an event I have in mind."

Yellow Pages ads

Advertisements in the Yellow Pages are described by many as a necessity. They are particularly important for referrals. When someone has learned firsthand or heard something good about a caterer but doesn't know the exact name to look for in the White Pages, it is either skim a few Yellow Pages or give up. (See story on Yellow Pages on page 34.)

DISTINCTIVE BUSINESS CATERING
La PrimA
"VOTED ONE OF WASHINGTON'S BEST"
• Meetings • Receptions • Picnics •
• Same Day Orders A Specialty •
751-8664
NORTHERN VIRGINIA AND WASHINGTON

Clients are everywhere

When you think "business" business, don't limit it to corporations. Other

The importance of the follow-up

One of the most crucial junctures in a caterer's relationship with a client is the follow-up period after an event. It is a time for completing the current business deal and building the goodwill that can lead to future business. At The Main Event & Co. in Irvine, California, the follow-up is carried out in a systematic fashion. "After the event," says Main Event Co-owner Bruce Warren, "we don't just give the client an invoice and say 'catch you later.' " Instead, the end of a function is the beginning of the follow-up process.

A Main Event employee calls the client on the business day following the catered event, asking how the event went and if there were any problems. "When you ask for somebody's opinion," says Warren, "they always say, 'You know, there was one thing . . . '. " According to Warren, "That one thing makes all the difference in the world. It's like the cherry on the hot-fudge sundae."

An even more detailed evaluation of each function is undertaken by the event's supervisor within 48 hours of the event. The supervisor fills out an "Event Evaluation Form" which breaks the event down into seven categories:

- ☐ equipment and delivery set-up (including visual impact)
- ☐ food preparation
- ☐ service
- ☐ beverages
- ☐ breakdown and clean-up and
- ☐ overall rating.

After the supervisor details information in these categories, the company's staff who worked the function fill out a similar form in which they can point out any operational problems. All this post-event evaluation helps The Main Event's employees learn from experience.

In the final part of the post-event process at The Main Event, the salesperson formulates a handwritten note of personal thanks that is mailed to the client. Special clients are indulged with a one-pound package of "ambrosia" coffee, which Warren describes as "almost a signature item."

Many firms follow up with a written questionnaire for their clients to fill out, but Warren says that The Main Event chooses to gather its client information by telephone. "A written questionnaire," says Warren, "is like an RSVP. They mean to return it, but they put it away and it gets lost."

This extensive follow-up system leads to better operations and a better rapport with clients. Some clients have a constant need for catered events. These clients may be asked, "Should we call you once a month to see if you have any catering needs?" Some may appreciate a caterer's willingness to help them while others may not want to feel pressured.

After an effective working relationship has been established with a client, an operator must consider the dilemma of having to save dates for a regular customer during a busy period or when a larger customer comes along. "You have to weigh what their business is worth to you," says Warren. "But it's a sin to take on a job you can't do well. It's better to leave a customer with a good impression of your last party than to take on too much business and do a poor job."

Warren says The Main Event tries to keep from having to say "no" to longtime customers by planning ahead for especially busy seasons. "We might call one of our regular customers and say, 'We have a busy September coming up, and you usually have a Thursday event in the middle of the month. Should we save that date for you?' Then if there's a conflict, we can ask the new customer to try to be flexible."

Following up with clients can begin even before the food gets cold. "All of our floor staff carry business cards at our events," says Warren. "And if a customer says we can put out business cards at a function, then we'd be foolish not to. But we don't make a practice of displaying our name anywhere. If people are moved enough to ask for a card, then we'll be glad to give them one."

Many catering owners circulate among guests at a function they are working since it is not uncommon to find others with catering needs at a catered event. "That's a good idea as long as it's one of the owners. Nobody can sell like the owner," says The Main Event's Warren. Warren himself, though, is usually behind the scenes at an event. "I am a very shy individual, so I'm usually in the background, washing dishes or something."

The best way to market your operation is to do a good job with your current clients, according to Warren. "Our research shows that of 100 guests at an event, between five and seven either call us or refer us to someone."

—Paul Moomaw

prospects are fraternal, civic, political organizations; churches; schools; universities; museums; condo-development open houses; even senior-citizen complexes. Also, don't rule out takeout. It's an excellent way to send your brochure, along with your tasty food, back to the office.

And be creative in discovering new corporate clients. They are everywhere. Even, literally, up in the air. The Sub Division/Top Bananas Catering in West Palm Beach, Florida, found some of its most valued corporate clients—IBM, Merrill Lynch, Prudential Bache and J.C. Penney—flying out of Palm Beach airport on corporate jets.

The company got the idea one day to see the FBO (Fixed Base Operations) at the airport to put in—and win—bids for the corporate aircraft catering. Partner Ken Best says, "It is not so much competitive bidding as it is rapport with the pilots and stewardesses."

Typical business-catering clients are in office buildings; and their facilities run from conference rooms with full catering kitchens to no kitchen facilities at all, where everything has to be brought in. In all cases, though, service is the number-one requirement, followed by providing everything needed and cleaning up everything.

At Baker & Botts, a law firm with a 100-person staff in Washington, DC, Tanya Buttner orders the breakfast and lunch catering from La Prima, because she "knows their Rob!" "He is super nice, and on short notice we can count on him," she says.

However, for those special occasions, "when a deal will be made, and the lawyers know best what their clients will like," they have turned to Helen's Too! for years. "With our clients, when we have to be sure, we know what to expect. She is there on time and is very thorough," says Buttner.

Transitions

The transition from restaurant to off-premises catering can be difficult, according to the experts, but many, many make it. In fact, some restaurateurs do so well that they end up selling their restaurants to go into catering full time. ❑

YELLOW PAGES
A Call to Customers

by Harriet S. Meyers

During the average month, eight out of 10 U.S. consumers, or 41.7 million people, eat at a restaurant at least once. How do they decide where to eat?

In 1986 and 1987 Chilton Research Services conducted a study of Bell Atlantic directory areas, which cover Washington, DC; Maryland; Virginia; West Virginia; New Jersey; Pennsylvania and Delaware. Slightly more than half of the adult consumers in this study said they look to the *Bell Atlantic Yellow Pages* when looking for a restaurant. About 90 percent then contact one or more of the restaurants seen, and they spend from $37 to $61.

The American Association of Yellow Pages Publishers (AAYPP) sponsored a similar study nationwide. More than one-third of the consumers who ate in a restaurant identified the Yellow Pages as a factor influencing where they decided to go. And these consumers spent an average of 54 percent more than those who did not refer to the Yellow Pages.

"Restaurants are one of the major advertising groups in Yellow Pages directories," says Robert Graham, president of Bell Atlantic Directories.

Why Yellow Pages

Yellow Pages directories allow businesses to zero in on a targeted audience by covering carefully determined geographic areas.

"Consumer shopping habits, telephone-calling patterns and advertiser preferences all help determine what area a directory covers," Graham of Bell Atlantic explains. "And as these characteristics change, directory coverage also changes. This means if the customer moves, the advertising can follow."

Another advantage is that an ad in the Yellow Pages reaches targeted audiences at the moment an advertiser wants to reach them—when they are ready to take action. Consumers who refer to the Yellow Pages are at the point of purchase and are ready to act.

An ad in the Yellow Pages reaches people in a reference they trust. A Whirlpool Corporation study showed that next to the recommendations of family and friends, people most often refer to the Yellow Pages for information on products and services they need.

"People who are new to an area reach for the Yellow Pages first," says Hubert Roetherdt, general manager of Evans Farm Inn in McLean, Virginia. "We find the Yellow Pages to be a worthwhile form of advertising."

Finally, Yellow Pages are available everywhere, every day. The directories are in homes, businesses, hotels, in every city and town. People know how to use them and are accustomed to relying upon them.

Where to advertise

There is a proliferation of Yellow Pages directories being published today, which is causing confusion for some business customers. Many of these are legitimate; some are not. Those that are less than reputable send out solicitations designed to look like bills. Some even include the familiar "walking fingers" logo.

"Bell Atlantic charges for Yellow Pages advertising are included in the customer's regular monthly telephone bill," explains Bob Graham. "If there is a question, an operator should call the local business office or Yellow Pages salesperson."

When evaluating a Yellow Pages directory, ask about its track record (how long it has been published), its circulation (how many copies are published), the geographic area it serves and the customers it reaches (who gets the directory and how is it distributed, especially to customers new to the area). Also ask about directory use—how often people refer to the directory and the number of purchases they make—and advertising support. Find out if directory usage is promoted via television, radio and newspaper ads, billboards, direct mail or other sales promotions.

Designing an ad

When advertisers place ads in a Yellow Pages directory, the sales reps are ready to help design the ads in a way that sells the product or service. But it helps to be an informed buyer. There are five main ingredients to an effective ad: the headline, the copy, the name of the restaurant, the address and telephone number and the artwork.

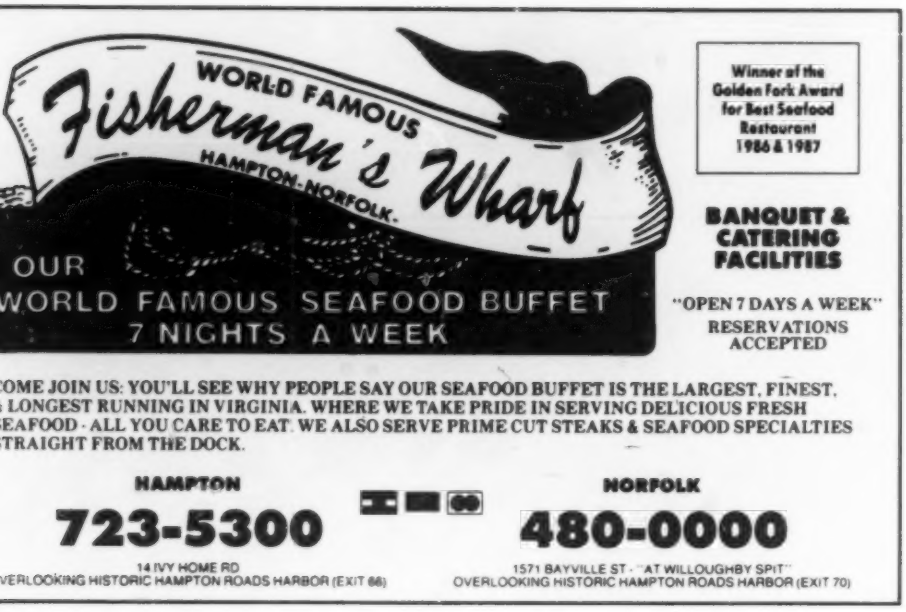
The purpose of the headline or title is to draw attention to the ad. The headline in an ad should not repeat the directory heading, such as "restaurant," because people have already read that heading. The ad title should be short and convey a message, such as "gourmet dining," "Italian cuisine" or "all-night service."

The body copy of the ad provides the information that will convince the reader to visit the restaurant. Ads should tell potential customers what products and services are offered, such as the type of food, hours, reservations and credit card acceptance, as well as such special features as piano bar, party rooms, valet parking and delivery options.

The name of the restaurant should be prominently displayed in the ad, as should its logo. And the address should be identified by landmarks or by neighborhood. The phone number should always stand out.

Artwork, such as line drawings, can attract attention to an ad. Drawings should be clear and simple so that they reproduce well when printed.

Harriet S. Meyers is a freelance writer and public relations consultant in Columbia, Maryland


WORLD FAMOUS
Fisherman's Wharf
HAMPTON-NORFOLK
OUR
WORLD FAMOUS SEAFOOD BUFFET
7 NIGHTS A WEEK
Winner of the Golden Fork Award for Best Seafood Restaurant 1986 & 1987
BANQUET & CATERING FACILITIES
"OPEN 7 DAYS A WEEK"
RESERVATIONS ACCEPTED
COME JOIN US: YOU'LL SEE WHY PEOPLE SAY OUR SEAFOOD BUFFET IS THE LARGEST, FINEST, LONGEST RUNNING IN VIRGINIA. WHERE WE TAKE PRIDE IN SERVING DELICIOUS FRESH SEAFOOD - ALL YOU CARE TO EAT. WE ALSO SERVE PRIME CUT STEAKS & SEAFOOD SPECIALTIES STRAIGHT FROM THE DOCK.
HAMPTON
723-5300
14 IVY HOME RD
VERLOOKING HISTORIC HAMPTON ROADS HARBOR (EXIT 66)
NORFOLK
480-0000
1571 BAYVILLE ST - "AT WILLOUGHBY SPIT"
OVERLOOKING HISTORIC HAMPTON ROADS HARBOR (EXIT 70)

Type size and style will also have a big effect on how an ad looks. Highly readable type styles are best for the body copy. No more than two type styles should be used in one ad, since more than that tends to make ads look cluttered and decreases reading ease. However, different weights and sizes of the same type style can distinguish different parts of an ad; for example, the name and phone number might be in larger and/or bolder type than the body copy.

Color is available in some directories in the form of red, green, blue or black ink and can help bring attention to an ad. Color can emphasize key parts of the ad, such as the headline, telephone number and key body copy.

The layout of the ad should pull the key elements together in an interesting, easy-to-read manner. Spacing, sequencing, margins, boxes and illustrations are all tools that can increase the effectiveness of a layout. For example, since normal eye movement is from left to right, elements of an ad are most easily read in a "flush-left" pattern, that is, a straight left-hand margin.

How much do ads cost?

"Advertisers often ask me what size ad they should buy and which sections they should advertise in," says Mike Walsh, vice president and media director for Ketchum Communications in Pittsburgh. "The answer is that to be successful, you must meet your competition. It's a fact of life. Numerous studies have shown that if all your competitors are running display ads, you will lose business if your ad is smaller."

The cost of a Yellow Pages ad is determined by many factors, including the population of the market it covers and the size of distribution. Therefore, depending on where a business is located, costs may vary a great deal.

In the Bell Atlantic area, for example, there is no charge for including a business in the regular alphabetized listing in the Yellow Pages. Rates charged for display ads do vary, however, depending on the size of the ad and the distribution of the directory.

In the Washington, DC, Yellow Pages, a bold listing costs $8.25 per month and a one-quarter-page display ad costs $393 per month. The initial distribution of the directory is 565,000, with many more books given out to new customers during the year.

In Weston, West Virginia, a bold listing costs $3.50 per month, and a one-quarter-page display ad costs $56 per month. The initial distribution of this directory is 10,000.

Bell Atlantic bills customers monthly for Yellow Pages ads on their telephone bills. Advertisers are not billed until the directories are published.

How to track return on investment

Most advertisers in the Yellow Pages put a great deal of thought into what type of ad to buy, what to say and how to utilize their advertising budgets most effectively. Equally important is the time spent on tracking those advertising dollars to see whether the return on the investment is what it should be.

"Yellow Pages ads should be structured so you have a way to tell how your business is being generated," says Walsh. "If you know what business your ad is generating, you won't have to make decisions about your advertising budget blindly."

Keeping track of the effectiveness of ads is relatively simple. When new customers call or come in, ask them a few key questions, such as: How did you first hear about us? Did you see our ad in the Yellow Pages?

Another way to track whether customers saw the ad is to include a line of copy in the Yellow Pages, such as "Mention this ad and receive a free dessert."

"Over 90 percent of adults in our region use Yellow Pages directories during the course of the year, referring to them almost 32 million times a week," reports Graham of Bell Atlantic. "Purchasing a Yellow Pages ad is making an investment in your business which has been proven to pay off, again and again." ❑

How to design a Yellow Pages ad

The American Association of Yellow Pages Publishers recommends the following hints when designing an ad:

Do:

- ☐ Consider the reader's point of view.
- ☐ Distinguish your restaurant from the competition.
- ☐ Make it easy for the reader to find you.
- ☐ Keep your ad clean and simple.
- ☐ Use lots of white space.

Don't:

- ☐ Use the name of your restaurant as the heading unless it's descriptive.
- ☐ Use more than two typefaces.

Viewpoint

We've turned a legislative corner in 1988

Our commitment to an effective and aggressive government affairs program has been made painfully necessary by the constant intrusion of government into our business at all levels. Think of what's happened to us in the last several years—(1) tip reporting; (2) Social Security and unemployment taxes on all tip income; (3) cutbacks in the business meal tax deduction. Such congressional actions have become much more than a nuisance. They are affecting the profit-and-loss statement of every restaurant in the nation and are threatening our industry's health and possible survival.

But fortunately, foodservice entrepreneurs don't take adversity sitting down. We don't wring our hands and complain. We do something about it. We find answers.

The tally for 1988

Take a look at what we've been up against this year and how we've fared. I think you'll be impressed.

1. In the Senate, sponsors of the fast-food-ingredient-labeling bill have congratulated the industry for the way it has responded by providing nutritional information to customers. As a result, they have backed away from pushing their legislation. This turnaround is a result of good staff work and the excellent relationship communications committee chairman Paul Lazar (Wharf Tavern, Inc., Warren, Rhode Island) has developed with his Senator, John Chafee, who introduced the bill.

2. In the face of a strong push in the House labor committee for a higher minimum wage, we convinced the liberal members of that group to increase the tip credit from 40 percent to 50 percent. Those of you familiar with the House labor committee know that this was a stunning reversal to AFL-CIO and restaurant union lobbyists.

But our minimum-wage success didn't end there. At least three times the Democratic leadership scheduled their bill for a vote on the House floor, and finally postponed it indefinitely when they couldn't count enough solid votes to pass it.

3. Our industry teamed up with others in the business community to kill Senator Howard Metzenbaum's occupational disease notification bill.

4. We helped stir enough controversy over the Kennedy mandatory health insurance bill that it was not even brought to the Senate floor for discussion. At a cost estimated at over $1,500 per employee per year, this legislation would have done more harm to our industry than all previous legislation directed at the industry put together. On a personal note, Massachusetts was the first state in the country to adopt mandated health benefits. We have calculated that this will cost an average franchisee in the state between one-third and one-half of his or her annual profits.

5. When it looked like lie detectors were going to be banned, we worked behind the scenes to preserve the right of employers to use polygraph testing for incident-specific purposes.

6. Even though legislation passed that requires employers to give 60 days' notice before closing a business, we succeeded in amending the bill to the point where only an estimated 2 percent of our members will be affected.

7. We averted a surprise attack on the business-meal deduction when Senators Bill Bradley and Barbara Mikulski proposed to phase it out for individuals and unincorporated businesses to pay for welfare reform. Although the amendment passed the Senate, we successfully stopped it in the congressional welfare conference.

8. We have played a large part in delaying the popular parental-leave bill so that it is unlikely to be enacted by this Congress.

9. And finally, turning to the minimum-wage bill, our association has taken the lead on two fronts:

A) Our staff, employing the talents of former Senator Russell Long of Louisiana, has built a strong bipartisan majority in support of an amendment to increase the tip credit to 50 percent. Thanks to the persuasiveness of our new director Bill Leichsenring (Main Street, Amana, Iowa) and Iowa Restaurant Association Executive Vice President Lester Davis, our lead sponsor on tip credit is Senator Tom Harkin, an Iowa Democrat.

B) But perhaps the most remarkable thing of all is the pressure brought to bear by our association, along with others in the small business and retail sectors, who strung out debate on minimum wage and finally blocked its consideration this year. So now the defeat of the minimum-wage increase no longer looks like "Mission Impossible." How many would have believed this a year ago?

Whether we defeat the bill or force a passable compromise, there is no question the Association has had its impact on this legislation.

Government affairs: number-one priority

Let me give you an idea of how we have accelerated our government affairs effort to the point where these kinds of accomplishments are now possible. Above all, our Board has made an effective government affairs operation the association's highest priority.

We have not only contin-

These remarks by Bob Rosenberg, chairman of the board of Dunkin' Donuts in Randolph, Massachusetts, were delivered to the Government Relations Committee during the fall meeting of the National Restaurant Association Board of Directors in Washington, DC. Rosenberg is chairman of that committee.

by Robert "Bob" Rosenberg

ued to hire the staff and consultants required to do the job, but we have also created, in a very brief period, one of the best grassroots programs of any industry association.

The key contact program, which has been the foundation of our grassroots political action, has grown this year from 270 restaurateurs in January to 600 in September. As a result, the association has constituent contacts with 429 of the 535 members of Congress.

Using telemarketing and electronic mail, the staff has generated 102,000 mailgrams from our members to the House and Senate in opposition to the Kennedy minimum-wage increase. We also sent 7,000 mailgrams against the Bradley business-meal-deduction amendment to 56 members of the tax committee.

The government affairs staff has paid hundreds of visits to Capitol Hill to discuss a variety of issues. And it has organized more than 300 meetings between restaurateurs and their legislators, both in home districts and in Washington. Most of these meetings have focused on minimum wage, tip credit and parental leave.

Taking the initiative in 1989

This leads me to a few thoughts about our legislative program for 1989 and the 101st Congress. It is safe to say that no matter who is elected President in November, the foodservice industry will again be under pressure from organized labor because so much of its agenda was defeated or delayed this year.

□ We have to take the initiative to protect—and possibly restore—the full tax deduction for business meals and entertainment.

□ With the help of state restaurant associations, we must work to reintroduce House and Senate bills to repeal the FICA tax on tips.

□ We must lobby to make the Targeted Job Tax Credit (TJTC) program a permanent part of the tax code.

□ We have to take the offensive on health care and child care issues, and we must work to change the terms of debate so Congress is talking about providing employer incentives—not employer mandates and penalties.

These are only a few of the issues we can influence to our industry's benefit if we think proactively and get full participation from our grassroots network.

I'm excited about what we've accomplished this year, and I hope the excitement is catching, because we need your help to be even more influential in the year ahead. ❑

1988 U.S. Team goes for the gold at culinary "olympics."

Two years of gruelling practice sessions are almost over. Recipes have been revised, then revised again, adding an ingredient here and perfecting a cooking method there. At long last, the 14 chefs and two sous chefs who make up the 1988 U.S. Culinary Team are ready for the ultimate challenge of their professional lives—the 17th International Culinary Competition, often referred to as the culinary "olympics," held in Frankfurt, West Germany, October 16-20, 1988.

The competition, to be held at the Messegelaende, Europe's largest single exhibition area, is a central part of the IKAHOGA, the largest culinary art exhibition and fair of its kind in the international restaurant and hotel industry. The U.S. Team's participation in the "olympics" is made possible by the 1988 U.S. Culinary Team Foundation, which operates under the auspices of the American Culinary Federation and the National Restaurant Association.

The 1988 U.S. Culinary Team members are going to Frankfurt as defending gold-medal champions, having placed first in 1980 and 1984 in the hot food competition—considered the most difficult and prestigious part of the "olympics." (The U.S. Team is the only team in the history of the event to win the hot food competition two times running.)

In Frankfurt, the 1988 U.S. Team will compete against teams from 33 nations in three major areas of competition: hot food, in which dishes are prepared from scratch in on-site kitchens; cold platters; and hot food displayed cold.

An international panel of judges will evaluate the competing teams' entries and will award gold, silver and bronze medals in each category as well as overall gold, silver and bronze medals.

"The 1988 U.S. Culinary Team is comprised of America's most gifted chefs," says Ferdinand E. Metz, manager of the 1988 team and president of the Culinary Institute of America. "For these men and women, the Frankfurt competition represents an opportunity to educate the world about the excitement and sophistication of American cuisine. The U.S. Team's performance in Frankfurt will determine our nation's reputation in the international culinary arena for years to come."

—Anne Papa

Support America's colleges. Because college is more than a place where young people are preparing for their future. It's where *America* is preparing for *its* future.

If our country's going to get smarter, stronger – and more competitive – our colleges and universities simply must become a national priority.

Government. Business. And you. We're all in this together. Because it's our future.

So help America keep its competitive edge with a gift to the college of your choice – and you'll know you've done your part.

Give to the college of your choice.

#94

The outerview

Most people have gone through an interview at least a few times—either being the interviewer (a power broker) or the interviewee (a power seeker). Interviewers look for the "right stuff" in the persons they speak with, and interviewees look for the "right match" in an organization to meet their needs and fulfill their objectives.

I've often wondered what would happen if this process were turned inside out. Here are the questions I suspect would be asked as part of the *outerview* process.

1. Tell me about your major irresponsibilities in your past positions.
2. Are you able to stretch out your assignments over the longest possible time so that others will lose interest and forget about them?
3. Do you have the ability to fully coordinate abandoned projects?
4. Can you set and maintain consistently low standards?
5. Are you good at training others in how not to do things?
6. Are you more adept at practicing the SAM theory (Sit-Around Management) or the RAM theory (Run-Away Management)?
7. Are you comfortable terminating subordinates, exterminating peers, confounding superiors and insulting customers?
8. Are you skilled at distorting facts and omitting key details in the decision-making process so that others come to the incorrect conclusion you want them to arrive at?
9. Can you overwrite reports, letters and memos to make them so lengthy and dull that your key points get lost in the welter of words?
10. Do you have a good track record of minimizing revenues, maximizing expenses and shrinking the bottom line?
11. Do you have the ability to talk out of both sides of your mouth at the same time, so that when you are finished, others don't know what you've said?
12. Do you possess a venom-filled, forked tongue?
13. Are you insensitive, callous, unfeeling, uncaring, intimidating, vengeful and threatening to your subordinates? And to customers?
14. Are you perpetually the last to arrive and the first to leave?
15. Can you deflate, repudiate, excoriate and demotivate those who have better ideas than you do?
16. Do you attract arrogant, garrulous, pompous, slippery phonies?
17. In critical meetings, can you be suitably inattentive, irritable, disdainful, haughty, cynical, morose and comatose?
18. Are you able to overlook important details so that matters can get well out of hand?
19. Can you tiptoe perilously close to the edge of the law?
20. Do you acknowledge that morality has no place in an organization, that a code of ethics should exist only on paper that's kept in a safe, that esprit de corps should thrive only among the rank and file, and that the only culture worth having is the wall-hanging in your office?
21. Can you think nonstrategically and nontactically as part of a nonplanning process, so that the organization can go from here to nowhere?
22. Do you place little faith in market research, regarding it as a fantasy science and an irrelevant function?
23. Do you possess considerable self-doubt, insecurity, a pliable backbone, anxiety to the degree of inaction and a tendency to be sick at critical times?
24. Can you be alternately sullen and hyper, withdrawn and gregarious, humorless and humorous, static and dynamic, and downtrodden and upbeat?
25. Can you continually change direction, thrust and targets with your advertising messages, so you can shotgun the marketplace?
26. When activity is on the upswing, are you fully prepared to slash training programs so new employees can "go operational" immediately to get the feel of the real world?
27. Are you prepared to work on the trailing edge of technology?
28. Do you give 50 percent of yourself to the job at all times?
29. Do you realize your outside interests are much more important than your work?
30. Do you cringe in the face of adversity, deny facts and shift blame to the nearest available coworker?
31. Do you possess the leaderless qualities of obsequiousness, kowtowing and sycophancy?
32. Can you come to regard quality assurance as cost-inefficient, unnecessarily burdensome and nonessential?
33. Is it within your capability to overrule every decision your subordinates make, to chastise them unmercifully and to remove every vestige of their dignity and self-respect?
34. Can you act before you think?
35. When an extra effort is called for, are you the first to whine and then duck?
36. Do you position yourself prominently in photos so that you overshadow everyone else in the picture?
37. Are you careful to bring all your business problems home and all your personal problems to work?
38. Can you spel, write gud, speak gud and gesture wildly when it's not appropriate?
39. Can you be nonchalant about deadlines, performance evaluations and reporting procedures?
40. Can you accept and fortify underhandedness, double-dealing, internal intrigue and deceit?
41. Can you quickly misread a financial report so you won't spot any problems?
42. Do you seek to travel as much as possible on nonessential trips?
43. Are you good at obscuring little extras on your expense-reimbursement form?
44. Are you equally adept at shooting from the hip and shooting from the lip?
45. Does the room brighten up when you leave it?

Fisher's Law #94. When you find people who pretty well match this "outerview" profile, recommend them to your competitors.

Lunch takeout grows 19 percent in five years

Between 1982 and 1987, lunch was second to dinner in takeout traffic growth. Both quickservice and upscale restaurants had solid increases in customer counts. According to a special National Restaurant Association CREST survey, midday off-premises dining has found particular appeal among singles, 25 to 49-year-olds, yuppies and affluent, traditional families.*

From 1982 to 1987, restaurant takeout traffic during lunch climbed 19 percent, outdistancing the 4 percent increase over the same period for on-premises traffic. As a result, the percent of off-premises occasions for lunch has risen from 34 to 37 percent.

However, lunch takeout growth fell behind that of dinner, which was up 49 percent between 1982 and 1987. Overall, lunch contributed to 31 percent of all takeout occasions in 1987.

It is worth noting that customers are purchasing takeout lunches more often on weekends. Between 1982 and 1987, takeout for lunch on the weekend jumped 30 percent, more than double the 14 percent advance for during-the-week occasions. These increases mirror the overall trend towards buying more takeout on the weekend. Over the five-year span, total weekend takeout traffic leaped 40 percent, compared to 20 percent for weekdays.

Quickservice drives growth

Quickservice restaurants dominate the lunch takeout market, both in terms of traffic growth and traffic share. Between 1982 and 1987, lunchtime off-premises traffic rose 24 percent, the highest percentage gain among the three primary restaurant segments. In 1987 nearly nine out of 10 lunch takeout occasions came from quickservice establishments.

Certain concepts within the quickservice segment have seen substantial increases in lunch takeout. Retail establishments, in particular, have attracted the attention of the lunch takeout buyer. Takeout traffic for lunch at convenience stores has also increased—tenfold since 1982—and grocery stores have experienced a threefold gain in takeout occasions over the same period.

There has been rapid growth for lunch takeout at pizza restaurants as well. Customer counts more than doubled between 1982 and 1987. Next to sandwich restaurants, pizza places hold the greatest share of all lunchtime takeout occasions (9 percent in 1987).

Quickservice ethnic restaurants are playing a

It is worth noting that customers are purchasing takeout lunches more often on weekends.

Use of lunch takeout by demographic group in 1987

Singles and yuppies enjoy lunch takeout

Demographic group	Index*	Percent of occasions
Affluent singles	243	7%
Yuppies	183	8
Low/mid-income singles	164	11
Affluent traditional families	112	14
Affluent empty nesters	102	7
Single parents	97	5
Working parents	97	9
Low/mid-income empty nesters	85	10
Low/mid-income, traditional families	78	23
Single, active elderly	74	2
Married, active elderly	57	2
Seniors 75 years old	51	2

**Average use = 100*

Source: National Restaurant Association CREST Survey

Use of lunch takeout by income group in 1987

Upper-income households are heavier users of lunch takeout than lower income groups

Rank	Household income	Index*	Percent of takeout occasions
1	$40,000+	109	25%
2	$30-40,000	109	21
3	$20-30,000	101	24
4	$15-20,000	98	9
5	$10-15,000	91	12
6	Under $10,000	77	9

**Average use = 100*

Source: National Restaurant Association CREST Survey

**CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.*

greater role in the midday off-premises market. Takeout traffic for lunch has more than doubled at Asian restaurants, and it has shot up 65 percent at Mexican establishments. Despite this rapid growth, sandwich restaurants, which include hamburger operations, remain the undisputed leader of the lunch takeout business. These establishments recorded a 19 percent increase in lunchtime takeout growth between 1982 and 1987, and they accounted for nearly half of noontime takeout occasions in 1987.

Greater interest in upscale lunch takeout

Upscale restaurants are drawing in takeout customers in greater numbers.

Upscale Italian and Asian restaurants have watched their number of lunch takeout visits go up by 70 percent between 1982 and 1987.

Lunch takeout visits at these operations have risen 13 percent since 1982, ahead of the 8 percent gain for all upscale takeout traffic.

Upscale Italian and Asian restaurants have performed especially well in terms of traffic increases. Both types of restaurants have watched their number of lunch takeout visits go up by 70 percent between 1982 and 1987. Nonetheless, upscale restaurants capture only a small share of the lunch takeout market. They accounted for just 1 percent of all lunch takeout traffic during 1987.

Traffic growth at lunch

Off-premises traffic is rising at quickservice and upscale restaurants but falling at midscale establishments

	1982/87	
	Percent change in off-premises traffic	Percent change in on-premises traffic
All restaurants	**19%**	**4%**
Quickservice restaurants	24	20
Midscale restaurants	−15	−15
Upscale restaurants	13	5

Source: National Restaurant Association CREST Survey

Ethnic lunch takeout popular at midscale operations

Although they have experienced a 15 percent decline in lunchtime takeout counts since 1982, midscale restaurants accounted for almost 9 percent of all lunch takeout occasions in 1987.

Midscale ethnic restaurants are leading the way in the segment's takeout performance. Midscale Italian restaurants have watched their number of lunchtime takeout visits more than double between 1982 and 1987, and midscale Asian restaurants have experienced a 15 percent increase during the same period.

Contributing to the overall decline of lunch takeout at midscale restaurants has been a 10 percent decrease in traffic at barbecue restaurants.

A single's thing to do

Ordering lunch to go is fast becoming a habit with singles. Among households, singles showed the greatest proclivity by far to purchase lunch takeout. In fact, although they accounted for only 15 percent of total occasions for lunch takeout in 1987, singles were more than twice as likely as individuals from larger households to order lunch to go. Two-person households also showed above-average lunch-takeout usage.

Three to four-person households showed a slightly below average frequency of lunch takeout purchases, although among all household sizes, they accounted for the largest share of lunch takeout visits—42 percent in 1987.

Appeals to young adults

Not surprisingly, takeout has gained a following among young adults, who generally dine out quite frequently. In 1987, 25 to 34-year-olds were the most frequent users of takeout, followed by 35 to 49-year-olds. More than half of all lunchtime off-premises visits consisted of individuals from these age groups. Eighteen to 24-year-olds also reported above-average use of lunch takeout in 1987, and they accounted for 12 percent of eater occasions. Children under the age of 17 and adults over 50 years of age were the least frequent buyers of lunch takeout.

Popular with higher incomes

According to the association's special CREST survey, eating lunch off-premises is a popular activity among higher-income households. Among all income groups those households in the $30,000 to $40,000 and $40,000+ annual income brackets were the most frequent users of lunch takeout in 1987 and, combined, accounted for 46 percent of takeout occasions. In addition, frequent lunch takeout eaters were likely to have a college degree and a white-collar career. In contrast, blue-collar workers and lower-income and lesser-educated groups showed a below-average propensity to buy lunch to go.

Among lifestyle groups, affluent singles, yuppies and low to mid-income singles were the most frequent buyers of lunch takeout in 1987. Affluent traditional families and empty-nesters also reported above-average use of lunch takeout. On the other hand, elderly groups and low to mid-income, traditional families and empty-nesters showed the lowest propensity to buy lunch takeout.

In sum

Lunch has gathered momentum as a mealtime when consumers are purchasing their meals to go. Quickservice and upscale establishments have moved in to meet this need, and since 1982, certain concepts in these segments have dramatically boosted their counts for takeout lunches.

—Sebastian O'Kelly

Foodservice in the year 2000

What role will major foodservice chains play in the industry in the year 2000? Will competition be more or less intense? How will the industry work force be different? What will occur in the government regulation arena as the foodservice industry enters a new century?

In an effort to assist restaurant operators with long-term planning, the National Restaurant Association embarked on a futuristic study early this year to look at what the foodservice industry will be like at the turn of the century. The result is the association's new *Current Issues Report: Foodservice Industry 2000.* Research for the report was carried out using a technique known as the Delphi method.

What is the Delphi method?

The Delphi approach uses a panel of industry experts to identify and analyze issues by subjective judgment. The method has been found to work well when the topic being investigated does not lend itself to precise analytical techniques.

One of the most important aspects of conducting a Delphi study is the selection of the panel of experts. Fortunately, finding a highly qualified panel of experts for this study of the industry's future was easy—the National Restaurant Association Board of Directors. These individuals are well equipped to provide astute judgments about conditions in the foodservice industry in the year 2000.

To complement the points of view of the association's directors, a variety of other foodservice experts were invited to join the Delphi study panel. These included quality assurance, finance and training executives as well as architects, engineers, educators, executive chefs and consultants.

Topics covered

Specific topics covered in depth by the Delphi panel and presented in the *Current Issues Report: Foodservice Industry 2000* include:

- □ Industry structure
- □ The work force
- □ Food, menus and marketing
- □ Government
- □ Facilities, operations and technology
- □ Finance and costs
- □ External issues, including the environment, international developments, social and ethical concerns, the economy and consumers.

In addition, a comprehensive bibliography listing more than 50 research sources related to the future of the foodservice industry is included with the report.

Study highlights

□ Competition in the foodservice industry will be more intense at the turn of the century, but growth is expected to continue.

□ Independent operators and entrepreneurs will be the main source of new restaurant concepts.

□ Major foodservice chains will increase their share of both sales and units.

□ Productivity will be emphasized, but the industry problem with employee turnover will still remain an issue.

□ The foodservice industry will have an increased need for training and developing its employees. Hotel, restaurant and institutional degree programs will become more comprehensive.

□ Government efforts to regulate the industry will intensify, particularly in the areas of sanitation, food handling, waste disposal, wages and benefits.

□ Nutritional concerns will be critical at all types of foodservice operations, and food flavors will be important.

□ Service will become a more important point of differentiation.

□ Environmental concerns will receive increased attention.

□ Higher tax levels, for both individuals and businesses, will be in effect.

□ Restaurant design will be more flexible and will incorporate a wide variety of technological advances.

□ The foodservice industry will become more international, with U.S. operators entering new foreign markets and foreign operators penetrating the U.S. market.

□ AIDS and an aging population will be among the top social/ethical concerns.

□ Consumers will spend a greater proportion of their food dollar away from home.

□ More restaurants will be leasing rather than owning their land and buildings.

□ Payroll and benefit costs will consume a larger proportion of the restaurant industry's sales dollar.

—Hudson Riehle

How to order the report

Copies of the *Current Issues Report: Foodservice Industry 2000* (CI850) are available to members for $3 and to nonmembers for $10. All orders must be prepaid.

You may order the report by sending a check or money order to the National Restaurant Association Publications Department, 1200 17th St., N.W., Washington, DC, 20036. *Note:* Washington, DC, residents must add 6 percent sales tax to their order. Illinois residents must add 7 percent, and residents of Chicago must add an extra 1 percent, making their total sales tax 8 percent.

For orders below $20, include $2 for postage and handling. For orders over $20, add 10 percent to the total cost for postage and handling.

If the order exceeds $10, credit-card orders are accepted over the phone by the association's information service and library in Washington, DC. Call between 9:00 a.m. and 5:00 p.m. (Eastern Standard Time) at 1-800-424-5156 or (202) 331-5960.

Fish orders are tailing off

Fish is not living up to its menu promise. Although certain types of fish have grown in popularity at restaurants, the total number of fish orders has dropped since 1982.

Age of the frequent fish diner

Fish has greater appeal among older diners

Age group	Index*
65 to 75 years	188
55 to 64 years	174
45 to 54 years	148
75 years and older	138
35 to 44 years	112
25 to 34 years	93
18 to 24 years	61
6 to 17 years	37
Under 6 years	30

**Average use = 100*

Source: *NPD/CREST 1986 Food/Beverage Report*

With its perceived benefits of freshness, diversity and health, fish has caught the attention of the American public. Consumers are eating more fish than ever before—but not in restaurants. According to the National Marine Fisheries Service, per-capita fish and shellfish consumption reached a record 15.4 pounds in 1987, up from 12.3 pounds just five years before. However, CREST data shows restaurant fish orders declined 3.3 percent during that same period.

Per-capita consumption of fish and shellfish

Americans are eating more fish than ever before

Year	Pounds
1982	12.3
1983	13.1
1984	13.7
1985	14.4
1986	14.7
1987	15.4

Source: National Marine Fisheries Service

Between 1982 and 1987, fish-eating occasions dropped from 6.2 percent of all restaurant occasions to 5.2 percent. This trend continued in 1987, when the total number of restaurant fish orders fell by 1.7 percent from its 1986 level. This decline included both fried and baked/broiled varieties. Fried-fish orders dropped 4.7 percent while baked/broiled fish orders dipped 3.4 percent. Increased consumer concern over the health effects of fried foods may help to explain the decline.

However, certain types of fish have seen order increases. Shellfish continues to gain in popularity; restaurant shellfish orders rose 4 percent in 1987. Also, shellfish was the only type of fish to show an increase in orders across all three of the major industry segments. The advance in shellfish purchases is largely due to the popularity of shrimp. In 1987 per-capita consumption of shrimp reached a record 2.3 pounds—up from 1.5 pounds in 1982. Restaurant customers also found fish sandwiches more appealing in 1987; purchases rose 4 percent.

Quickservice fish orders down

Among all segments, lagging interest in fish purchases was most apparent at quickservice establishments. This segment recorded a 3.3 percent decline in the number of fish orders in 1987. Fish accounted for only 2.1 percent of total quickservice occasions, down from a high of 2.9 percent in 1982. And among all segments, fish was least likely to be ordered at quickservice restaurants.

The sustained decline of fried fish, which saw a 5.8 percent order decrease in 1987, contributed to the overall drop in the fish orders at these establishments. Nonetheless, fried fish remained the item of choice among quickservice fish eaters, accounting for nearly three-quarters of quickservice fish-eating occasions in 1987. But this may be changing. Certain types of fish attracted greater interest among quickservice patrons in 1987. Orders for shellfish were up more than 20 percent, and fish-sandwich purchases were up 0.7 percent.

Midscale orders steady

The number of fish orders at midscale restaurants in 1987 was virtually equal to the number of orders in 1982. However, taking into account the fact that overall midscale customer traffic has declined since 1982, fish has actually enjoyed a gain in popularity at midscale establishments. In 1987 fish accounted for 9.1 percent of all midscale occasions, up from 8.7 percent in 1982.

In fact, restaurant customers purchasing fish in 1987 were most likely to place their orders at a midscale restaurant. These establishments accounted for more than 40 percent of all fish purchases.

Even so, midscale fish orders decreased a modest 0.3 percent in 1987, largely because of a decline in the number of fried and broiled/baked fish purchases—3.0 percent and 0.3 percent, respectively. Counteracting these decreases were advances of 2.7 percent in shellfish orders and more than a 20 percent increase in fish-sandwich purchases.

Fish most popular at upscale restaurants

Although the appeal of fish has dropped in recent years, fish items have the largest share of orders at upscale restaurants. In 1987 20.5 percent of upscale occasions included fish, down from 22.9 percent in 1982. There was no change in number of purchases between 1986 and 1987.

Shellfish accounted for 11.3 percent of all upscale occasions and more than half of upscale fish orders in 1987, solidifying its position as the favorite upscale seafood item. Broiled/

Fish servings at seafood restaurants

Consumers were less likely to order fish in 1987 than in 1982

	Percent of fish-eater occasions	
	1982	1987
Quickservice seafood restaurants	76%	72%
Midscale seafood restaurants	79	75
Upscale seafood restaurants	83	80

Source: NPD/CREST: *Annual Household Report* 1982, 1987

baked fish, the second most popular type of fish at upscale restaurants, dropped 3.6 percent in number of purchases, as its share of upscale occasions fell from 8.0 percent in 1986 to 7.6 percent in 1987. Upscale fried-fish orders also declined in 1987, falling 1.5 percent.

Slow, steady growth

Traffic at seafood restaurants has undergone slow, steady growth since 1982. From 1982 to 1987, customer counts at seafood restaurants advanced 6.6 percent. Traffic growth has been solid in all three segments, climbing 7.2 percent at quickservice, 6.3 percent at midscale, and 5.8 percent at upscale seafood operations. 1987 was a particularly healthy year for seafood restaurants. Customer visits rose a robust 3.9 percent, despite a 1.7 percent decrease in total fish orders.

This bright picture can be deceiving, however, since seafood restaurants have protected themselves against any diminished interest in fish by diversifying their menus. The percentage of seafood-restaurant visits in which fish items were bought has actually fallen in all three segments since 1982. In 1987 fish made up 72 percent of all occasions at quickservice seafood restaurants, down from 76 percent in 1982. Similar declines were recorded for midscale and upscale seafood houses. Offerings of chicken/poultry, main and side-dish salads and hot/cold sandwiches have all gone up at seafood restaurants since 1982.

Fish to go

Seafood restaurants have benefited from the takeout boom, although their participation in the takeout market is limited when compared to that of some other restaurant concepts. Between 1982 and 1987, the number of visits involving takeout at quickservice seafood restaurants rose by nearly 12 percent, almost double the rate recorded by these restaurants for total traffic growth. Still, the increased use of takeout at quickservice seafood restaurants was less than the 28 percent gain in off-premises counts for all quickservice restaurants.

Also, quickservice seafood customers were more likely to eat their purchases on the premises than to take it out for consumption. Among all quickservice restaurant concepts, seafood restaurants had the highest percentage (62 percent in 1987) of on-premises fish-eating occasions. In comparison, only 41 percent of all quickservice visits involved on-premises consumption in 1987.

Midscale and upscale seafood houses have played a limited role thus far in the takeout market. In 1987, on-premises visits accounted for 86 percent of all midscale occasions and 96 percent of all upscale seafood visits. These percentages were very close to the 86 percent and 94 percent reported for all midscale and upscale establishments.

Rising prices

Strong consumer demand has boosted the price of fish in the last several years. These price increases have occurred despite gains in the supply of fish from bountiful harvests. U.S. commercial landings of fish and shellfish reached 3.9 billion pounds in 1987—its highest total in the last decade. Still, the Producer Price Index (PPI) for fish and shellfish rose 12.1 percent in 1987, following a 9.0 percent increase in 1986. As a result, there has been pressure on seafood restaurant operators to hike menu prices.

Check sizes at seafood restaurants have shown above-average increases in all segments. Between 1984 and 1987, quickservice seafood restaurants recorded a 9.2 percent jump in the average per-person check—almost double the 5.4 percent rate for all quickservice restaurants. Over the same period, the average check size rose 12.6 percent at midscale seafood restaurants, compared with 9.5 percent for all midscale restaurants. The largest check-size advances were reported at upscale seafood restaurants, which saw a 14.9 percent increase in the average per-person check—more than double the 6.5 percent rate for all upscale restaurants.

With average checks at seafood restaurants posting relatively large gains, customers may well be resisting these price increases by eating less fish away from home, which could explain why fish orders have tailed off.

—Sebastian O'Kelly

Profile of a fish diner

There is a marked difference between the typical restaurant patron and the typical seafood diner, especially in age. Older customers are much more likely to order fish than are younger patrons. In 1986 individuals 45 years old and older represented 53 percent of all restaurant occasions in which fish was consumed. In contrast, they accounted for only 34 percent of all eater occasions.

In terms of frequency of ordering fish, 65 to 74-year-olds are at the top of the list, followed closely by 55 to 64-year-olds. Children under 17 were the least likely age group to consume fish in restaurants.

A further demographic breakdown shows that seafood restaurants are most popular with lower-income households. In 1987 households with incomes below $15,000 a year accounted for 31 percent of all midscale seafood restaurant visits, compared to 26 percent for all midscale restaurants. Both quickservice and upscale seafood establishments also experienced a greater percentage of visits from lower-income households than did the average quickservice or upscale operation.

Other groups that showed above-average inclination to frequent seafood houses include blue collar workers, three to four-person households, minorities, the unemployed and the less highly educated.

Foodservice Market Measure #2, July 1988

The "Foodservice Market Measure" indicates that fewer adults patronized foodservice outlets in July than in June.

Although the "Market Measure" is only two months old and it will take some time before a monthly pattern emerges, hot weather in some regions of the country and summer vacation schedules probably explain why restaurant patronage was off substantially in July for snacks and dipped for lunch as well.

Forty-three percent of all adults, or about 79 million people, were foodservice customers on a typical July day, compared to 85 million in June.

The proportion of adults eating on the premises at a restaurant, fast food place, cafeteria or another establishment where they purchased a meal or snack was down from 32 percent in June to 30 percent in July. This small decline can be attributed to fewer patrons for snacks and lunch.

In contrast, on-premises patronage for breakfast and dinner appears to have increased. In some places this could be related to efforts to escape from the heat and humidity by going to an air-conditioned restaurant rather than heating up the kitchen at home. For instance, the data suggest on-premises dinner patronage among Midwesterners was up from June to July.

There is also little to cheer about in the off-premises numbers for July. With small declines at all meal periods, patronage for takeout or delivery was down from 18 percent of all adults on a typical day in June to 16 percent in July.

Overall, on-premises customers accounted for 69 percent of the total in July versus 31 percent for off-premises customers. The on-premises proportion is slightly higher than June's 67 percent.

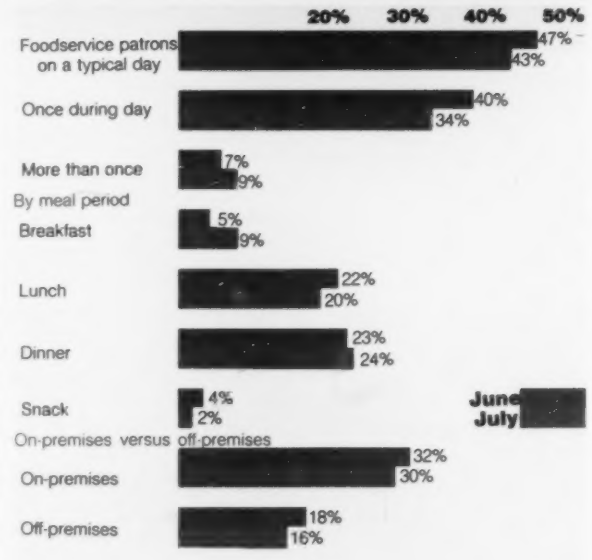
Frequent versus infrequent customers

In July, 56 percent of adults did not visit a foodservice establishment on a typical day, up from 52 percent in June. The remaining adults—44 percent—patronized a foodservice outlet one or more times during the typical day.

Although the vast majority who patronize foodservice outlets do so just once on a typical day, there are customers who purchase two or even all three of their meals away from home. Patronage by these multiple-visit customers increased in July. Those who ate all three meals away from home accounted for about 12 percent of adult customers on a typical day in July. Those who purchased two meals accounted for an additional 21 percent, and those who purchased a single foodservice meal or snack represented 65 percent of all adult customers. These percentages indicate that repeat users are indeed important customers.

—Susan Mills

Percent of adults who were patrons on a typical day



Source: National Restaurant Association, Gallup Survey

Percent of adults who ate out on a typical day in July 1988 by frequency of visits

Repeat customers represent a 35 percent share of restaurant patronage

Number of occasions away from home	Percent of foodservice patrons	Share of total patronage
One meal or snack	80%	65%
Two meals	13	21
Three meals	5	12
Don't know	2	2

Source: National Restaurant Association, Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?
   - ☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack, or
   - ☐ Purchased takeout food "to go" or had it delivered.
2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?
3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented with quarterly inquiries on topics of industry interest, such as smoking versus no-smoking sections, tipping versus service charges, or nutrition concerns.

1 NEW ENGLAND

Location: Portsmouth, NH
Association members: Chris Kamakas, Paul Kamakas
Operation: Dinnerhorn
Profile: Seafood restaurant
In business: 29 years
Seats: 200
Meals served: Lunch, dinner

The Dinnerhorn began as a takeout stand serving mostly fried clams. Today, it is a fullservice restaurant, with business getting better every year. A major remodeling planned for next year will add additional seating and parking and give the restaurant a more elegant look, according to vice president **Paul Kamakas.**

Seafood is still the specialty; but in addition to clams, the menu now includes lobster, haddock and shrimp. Kamakas recommends the *Seafood Saute Primavera*, made with lobster, shrimp, scallops and pasta.

The Dinnerhorn is on Route 1, about two miles from downtown Portsmouth, a town settled in the 1600s and home to the country's oldest naval shipyard. Beaches nearby bring in tourists, but locals and residents of a neighboring air base are the restaurant's regulars.

2 MID-ATLANTIC

Location: Cedar Grove, NJ
Association members: Francis Jacobs, Jr., Joanna Jacobs, Jennifer and Richard Wells
Operation: Friar Tuck Inn
Profile: Restaurant and in-house catering
In business: 36 years
Seats: 150
Meals served: Lunch, dinner

The Friar Tuck Inn, with five private party facilities that can seat from 50 to 400 people each, is busiest during the catering season. It offers wedding packages "from the cocktail hour to the serving of the wedding cake," says **Francis Jacobs, Jr.,** who also owns the Robin Hood Inn in Clifton, New Jersey. The private rooms, each with a dance floor, have been designed with the bride in mind, but the industries and corporations that hold their social functions there don't feel uncomfortable with the soft colors and glamorous trappings.

Located 20 miles from New York City, the Friar Tuck draws from an affluent metropolitan area. "We are in a pattern of consistent growth," says Jacobs.

3 SOUTH ATLANTIC

Locations: Morgantown and Fairmont, WV
Association members: Daniel and Rosemary Nagowski, Daniel A. Nagowski
Operation: Wings Ole
Profile: Three casual restaurants specializing in chicken wings
In business: 11 years
Seats: Largest seats 100; the other two seat 50
Meals served: Lunch, dinner

When the Nagowskis moved to Morgantown, West Virginia, from Buffalo, New York, and began their first restaurant, they brought with them the idea of Buffalo wings. The deep-fried wings with a special tomato sauce devised by the Nagowskis are still the restaurant's biggest seller. But another dish—fries and blue cheese—has proved so popular that 20,000 orders are sold each month, compared with 2,000 orders of plain french fries. Other items include enchiladas, tacos and burritos.

The Nagowskis now have three Wings Ole restaurants and are in the process of franchising. "We're pleased with the growth we're experiencing; but our biggest problem, with Morgantown's unemployment rate of 3 percent, is getting employees," says Nagowski daughter-in-law and office manager **Melissa Nagowski.** A third restaurant in Fairmont, West Virginia, is in an area of 14 percent unemployment, so it doesn't have this problem. (Fairmont is only 20 miles from Morgantown.)

4 EAST NORTH CENTRAL

Location: Dayton, OH
Association member: Bob Bartusch
Operation: Stockyards Inn
Profile: Historic midscale restaurant
In business: 88 years
Seats: 150
Meals served: Lunch, dinner, weekend brunch

A restaurant has been at the site of the Stockyards Inn since 1900; but what began as a stockyards commissioning office with tavern and sleeping rooms, is now a white-tablecloth, midscale establishment serving an extensive menu to business people or couples enjoying a night out.

When owner and manager **Bob Bartusch** bought the restaurant in 1978, he tried to restore the atmosphere of the old days by furnishing it with turn-of-the-century antiques. The seven sleeping rooms on the second floor have been converted into private dining rooms which hold 10 to 35 people. "[They are] nice settings for business meetings or anniversary celebrations," says Bartusch.

The inn specializes in steaks, prime rib, fresh fish and barbecued baby back ribs that have won rib cook-off prizes. The extensive wine list, containing about 200 different kinds of wine, has also been acclaimed. A cruvinet system makes it possible to offer 10 wines by the glass.

The Stockyards Inn is in a light-industrial section, five minutes from downtown Dayton. Bartusch says business this summer was

the best he's had in 10 years.

5 EAST SOUTH CENTRAL

Location: Jonesboro, TN
Association members: Debra and Jeff Myron
Operation: The Parson's Table
Profile: Upscale restaurant with continental menu
In business: 2 years
Seats: 160
Meals served: Lunch, dinner

The Parson's Table is aptly named since it is housed in a building that used to be a church. The menu follows suit with "Heavenly Touches," headlining such entrees as *Shrimp Vol au Vent*. Co-owner **Debra Myron** says the small town of Jonesboro has taken well to its first taste of a "semi-classical" restaurant. "Business has been good," she says. Customers come not only from Jonesboro, but also from the nearby Smoky Mountain resort town of Gatlinburg and other surrounding towns.

Even though she's proud of the food, the most memorable thing about The Parson's Table is its atmosphere, Myron says. Tables covered in plum and dusty rose, candlelight, stained-glass windows, an original tin roof and servers dressed in Victorian garb recall the age when the church was built. Piped-in classical music and an occasional performing guitarist add to the mood.

6 WEST NORTH CENTRAL

Location: Seward, NE
Association members: Floyd and Jan Cooper, Jim Fish
Operation: Dandy Lion Inn restaurant
In business: 6 years
Seats: 200
Meals served: Breakfast, lunch, dinner

The area surrounding Seward, in the southeastern part of Nebraska, hasn't suffered from the drought as badly as have some other farm communities, and Dandy Lion Inn Assistant Manager **Jim Fish** reports business is up a little from last year.

Fish says Dandy Lion attracts people from the small industries in and around Seward and has become a gathering place for organizations such as the local chamber of commerce. A senior-citizens' menu and discount attracts many elderly patrons, and families crowd in on Sunday when the restaurant serves breakfast, a lunch buffet and a prime-rib special at night.

7 WEST SOUTH CENTRAL

Location: Dallas, TX
Association members: Bruce Natale, Keith Carlson
Operation: Tolbert's Chili Parlor
Profile: Casual Tex-Mex
In business: 9 months
Seats: 430 (including 25 on patio)
Meals served: Lunch, dinner

Tolbert's Chili Parlor on North Market Street, in Dallas' West End historical district, is one of two restaurants of that name in the city. Business is so good—more than double since it opened last January—that more Tolbert's are planned for the future.

Named for Frank Tolbert, Texas historian, newspaper columnist and chili authority, the restaurants use his recipes for many of their Tex-Mex specialties. Chili comes in two versions—a dark-red, traditional Texas chili with bite and a less spicy version. Another Tolbert dish is *Donkey Tails*, a hot dog stuffed with cheese, wrapped in flour tortilla and deep fried.

Manager **Bruce Natale** says Tolbert's Chili Parlor sets the mood for casual, fun dining with its collection of Texas memorabilia. The walls are hung with a large Texas flag, as well as old pictures and clippings having to do with cowboys, Texas history and, of course, chili.

8 MOUNTAIN

Location: Provo, UT
Association members: Brent Beck, Norm Runyon
Operation: Tree Room Restaurant
Profile: Restaurant in resort community
In business: 18 years
Seats: 100
Meal served: Dinner

Built around a tree, the Tree Room Restaurant is part of Sundance, a resort community for the arts in Provo, Utah, owned and operated by Robert Redford. Writers, composers, artists and filmmakers spend time there perfecting their skills, but the dining, shopping and four ski lifts attract visitors from all over the world.

Redford's touch is very much in evidence in the decor of the Tree Room. His private Indian collection—rugs, baskets, beadwork and dolls—is on display, and the food is hearty with natural ingredients. The resort raises its own herbs and spices and uses fresh fruits and vegetables from area farms. Fresh fish is flown in daily from Alaska and the Gulf. One dish the restaurant is famous for is *Green Chiles Rellenos*, two Mexican chiles filled with mushroom duxelles and served with a goat cheese sauce.

"Business has grown by leaps and bounds," says vice president and general manager **Brent Beck.** "It's up 33 percent from last year. And group sales and banquet business have more than doubled."

9 PACIFIC

Location: Pendleton, OR
Association members: James and Laurie Sewell
Operation: Circle Barbecue
Profile: Full-menu restaurant specializing in barbecue
In business: 10 years
Seats: 120
Meals served: Breakfast, lunch, dinner

When the eastern Oregon town of Pendleton is host to the Pendleton Roundup, the third-largest rodeo in the nation, the Circle Barbecue serves as many as 3,000 meals a day. But business is good at other times, too—"up 22 percent over last year," says co-owner **James Sewell.** Sewell and his wife and partner Laurie barbecue chicken, ribs, beef and pork over apple and cherry wood in a smoker that holds 3,000 pounds of meat. A full menu offers other choices for those who can resist the barbecue.

The Sewell's antique collection decorates the restaurant. Walls and shelves hold Indian relics, Western memorabilia and a collection of guns and old carvings. To top it all off, an old buggy sits on the roof.

—Julie Fintel

Royal ghost for Royal Oak?

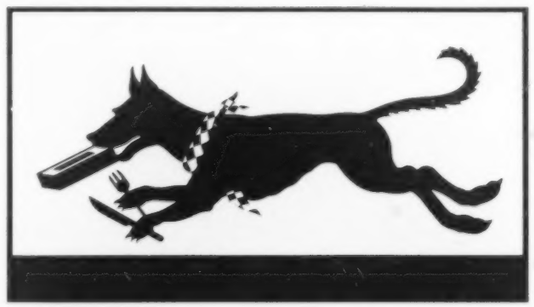
Kozlak's Royal Oak Restaurant in Shoreview, Minnesota, is putting its customers on the lookout for a ghost of a royal persuasion. In 1651, the exiled King Charles II hid in a large, hollow oak tree in Bascobel Wood in England to escape soldiers. The Royal Oak Restaurant may have gotten more than it bargained for by taking its name from this famous hiding place. It has been reported that on rare occasions, "when certain atmospheric and celestial conditions are in sync," King Charles II has been sighted in the vicinity of oak trees on the restaurant grounds. Customers are urged to keep a keen eye out for the king.

—Kozlak's Royal Oak Restaurant

A new type of doggy bag

The new Chef's Delight Doggy Box will surely get a canine seal of approval. The container, which measures 9 x 8½ x 2½ inches and keeps food hot or cold, features a caricature of a dog—tail wagging, of course—and the words "I hope it's for me" embossed on the cover. But the question still remains: Will Rover ever see its contents?

—Creative Industries, Inc.



Goodbye to mom and pop?

Although independent entrepreneurs are still considered the "backbone" of the franchising field, the profile of the typical franchisee is changing. A growing number of cash-rich investors and companies are buying franchises to take advantage of solid, profitable business opportunities. And franchisers are leaning more towards these experienced buyers and away from the less-experienced entrepreneurs who don't have the wherewithal to survive hard times.

—The Wall Street Journal

Museum dining with "the right stuff"

After 18 months of construction, the National Air and Space Museum in Washington, DC, launched its $14.3 million dining facility in September. The criss-crossed-steel-tubing-and-glass construction gives the 50,000-foot addition the appearance of a space vehicle and provides plenty of sunshine and a full view of the Mall and the Capitol. The facility features two restaurants: The Flight Line, an 800-seat cafeteria, and Wright Place, a midscale operation that seats 180. Since opening, the restaurants have been serving approximately 9,000 visitors daily.

—The Washington Times

Reading, writing and ravioli

The Pasta House Company, a 23-unit chain of family-oriented Italian restaurants, recently gave St. Louis-area schoolchildren a tasty introduction to the joys of reading and writing. The chain's "Reading, wRiting and Ravioli" program required a student to read a book and write a report on that book to receive a coupon for a free child's portion of ravioli at any participating Pasta House Restaurant. The program began in November 1987 and ended in May 1988, with more than 50,000 ravioli coupons distributed to students.

After 10 books and reports were completed, the students also received special certificates, suitable for framing, congratulating them on their accomplishments. To provide further incentive, the students' names were posted on a bulletin board in their local Pasta House Company restaurants. Teachers also were shown appreciation with special gift certificates from the chain.

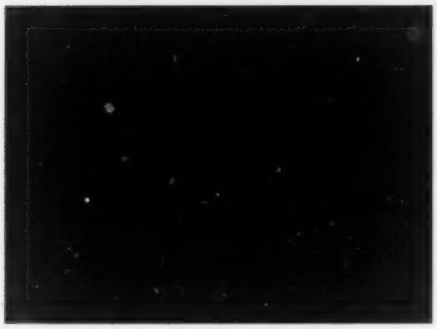
—The Pasta House Company

Seeking the postcard record

Here's an address to add to your list of postcard recipients: David, c/o Miss M.C. Williams, St. Martin de Forres Infant School, Pastureways, Luton, Bedfordshire, England. Seven-year-old David is a cancer patient who wants to be entered in the *Guiness Book of World Records* as the boy who received the most postcards. Postcards from American restaurants would add variety to his growing collection—and maybe help him to set the record.

—The Royal Gazette

AIDS in Foodservice



This new program consists of two 18-minute tapes. The first prepares management to handle the problems that might arise if an employee contracts AIDS or is rumored to have been infected by the disease. The second is directed toward employees and tells them how AIDS is contracted. It makes it clear that the foodservice workplace is safe in this regard, but warns how to protect health during non-working hours. These tapes are a must for establishments in which fear of AIDS is evident.

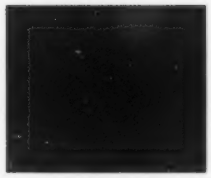
MG900, 2 videotapes, available in VHS and Beta, 1988. $29.95 (price includes both tapes.)

This concise pamphlet explains how the AIDS virus is transmitted. It makes clear that AIDS is not a foodborne disease; nor is it spread through casual contact. Designed to calm unnecessary fears, the panphlet also tells employees how to avoid AIDS during non-working hours.

PB010, 8 pgs., pamphlet, 1987, $1.00

You may know that AIDS can not be contracted through casual contact with fellow employees or through enjoying food and drink in a restaurant. It is important that your employees understand that, too.

These association publications can help you explain the facts about AIDS to your employees in a clear, concise manner. Educating your staff today will reduce any fear or misunderstanding that may disrupt your operation tomorrow.



This informative booklet includes basic facts about AIDS, how to prevent panic, the employment implications of AIDS, general food handling guidelines which should always be followed to ensure the health of guests and employees and exerpts from the Centers for Disease Control AIDS information.

CI300, 9 pgs., soft-cover book, 1986, $3.00 members, $10.00 non-members

- **All orders must be prepaid.**
- You may order by sending a check or money order to the National Restaurant Association Publications Department, 1200 17th St., N.W., Washington, DC 20036.
- All orders should include your association member number (if applicable), publication title and catalog number (five letter/number code printed in bold type).
- **Tax.** Washington, DC residents must add 6% sales tax to their order. Illinois residents must add 7% and residents of Chicago must add an extra 1%, making their total sales tax 8%.
- **Postage and handling.** For orders below $20, include $2 for postage and handling costs. For orders over $20, add 10% to the total cost. Postage for videotapes is $4 per tape.
- **Credit card orders** are accepted over the phone for orders over $10. Call the association's Information Service and Library between 9:00 a.m. and 5:00 p.m. (Eastern Standard Time) at 800/424-5156 (toll-free) or 202/331-5900 in Washington, DC.